

The Rural Village-Owned Enterprises Business Models in Improving Rural Community Welfare in Sumberejo District, Bojonegoro

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Received: December 11, 2025 | Revised: September 22, 2026 | Accepted: October 1, 2026 | Online Publication: October 11, 2026

ABSTRACT

BUMDes (village-owned enterprises) is one of the means aimed at improving the village economy based on the needs and potential of the village. The purpose of this study is to determine the relationship of BUMDes activities with different business type criteria to community welfare in order to evaluate the role of BUMDes with various business type criteria to community welfare. This research is non parametric quantitative research in which the data will be analyzed by Mann-Witney to determine which variables are significantly different, while proving the hypothesis using the Kendall Tau Correlation test. The results of the Mann Whitney test prove that there is a real difference in the indirect role of BUMDes on various criteria and show that there are differences in direct and indirect activities only in the type of trading business. The results of hypothesis proving explain that the direct and indirect roles of BUMDes towards increasing income and fulfilling basic needs are significant ($\alpha < 0.05$) in the types of savings and loan businesses; trade; services and livestock, while towards improving living standards are significant ($\alpha < 0.05$) in the types of savings and loan businesses; trade; and services. The role of BUMDes is either directly or indirectly related to community welfare in several types of businesses.

Keywords: BUMDes, Business Types, Community Welfare

INTRODUCTION

In Indonesia, development in rural areas is considered to be the most effective. Villages in Indonesia have diverse location patterns according to their socio-cultural characteristics. One pattern observed in Java is the concentric village pattern, in which settlements are clustered within smaller administrative areas with agricultural land located between them. This is supported by positive social interaction patterns (Ibrahim, 2019), whereby village communities have a tradition of mutual assistance, deliberation, sympathy and cooperation. This means that when social problems arise, solutions can be found immediately.

One example of community interaction in villages can be seen on the role of community participation, accountability, and transparency in realizing good governance in village development in Pancur Batu District, Deli Serdang Regency (Situmorang, 2020). The research concluded that village community participation in Pancur Batu District, Deli Serdang Regency, is functioning well. This is evident in the development of villages in the district, as well as in the accountability of the villages, which involves the community in achieving the goal of village development. Observation of community participation in Sukamerta Village development in Rawamerta District, Karawang Regency, shows that community participation in decision-making has been implemented by involving the community in decision-making processes until a consensus is reached. Community participation in the implementation of Sukamerta village development has been carried out quite well by involving the community, ensuring community satisfaction with the performance of the village government. Community participation in reaping the

benefits of Sukamerta village development enables them to enjoy the full benefits of development, as does community participation in evaluating Sukamerta village development. Rural community development is considered effective in building the community economy, starting from the village level, and it is from this foundation that this approach is based.

Rural community development is considered effective in building the community's economy, one of which is by fully involving the community. Through business entities, the community is involved in full business management through empowerment and development (Leick, 2021). According to Pavel study (2019), there are eleven determinants of rural development, namely location; physical; infrastructure; community resources; capital and finance; knowledge and technology; industry or business; quality of life; entrepreneurial culture; community identity and image; and institutional capacity. However, the most important are the first seven factors.

There have been many studies from various countries on rural development through enterprises or businesses created in rural areas. In Australia, private enterprises in villages have provided the most employment opportunities. Various kinds of businesses run in the village not only help in providing jobs, product or services but also able to create a more stable village economy. In its business operations, the company must see the potential of the village such as utilizing available village resources. Another study stated that companies or businesses built in the countryside in Austria and Poland the first time the company's activities solely in the main purpose is social activities. The priority of activities carried out is from the field of improving education, namely increasing human resources in the village and the social field, namely encouraging social inclusion and in the economic field to improve the welfare of rural communities. The results of the study explain that business activities have grown significantly and have even become the economic driver of the village (Richter, 2019). In Scotland, private enterprises located in rural areas contribute to economic and social development and enhance wider resilience in rural areas (Steiner et al., 2023; Steiner & Atterton, 2014). Since 2014, the village fund policy in Indonesia has had a positive impact on the welfare of rural communities. Research findings on village funds in the North Aceh Regency between 2018 and 2023 show that poverty levels decreased significantly during this period, and that village development improved considerably. Over the course of five years, more than 50% of villages successfully transitioned from underdeveloped to developing. Fluctuations in village funds also occurred in the five villages studied, in line with an increase in the number of BLT recipients among the poor in several villages. Nevertheless, development in these five villages continued holistically, covering social, economic and ecological aspects (Zahara, 2024).

Rural business innovation in the Czech Republic can result from pull and push factors that influence product innovation and help develop businesses through the business innovation process. The observable factor is that the business innovation process can increase innovation as well as the driving factor of the business by creating strategies so that the business can be run sustainably (Steinerowska-Streb, 2024). The study model of rural business parks in China significantly increases the income of surrounding rural residents, and thus can increase rural income. However, the activities of rural business parks are particularly significant if they are carried out in countries with a high population, a younger demographic age structure, and a higher level of financial development (Zhao, 2023).

Indonesia has a characteristic business or business developed in the village, namely the Village-Owned Enterprises (BUMDes). BUMDes is a rural community economic empowerment program developed by the Indonesian government to encourage the growth of rural entrepreneurship by utilizing the potential of locally owned resources (Kania, 2021). Law No. 6/2014 on Villages states that BUMDes are included in the four priorities for the use of Village Funds directed by the Ministry of Villages, Disadvantaged Regions and Transmigration in 2017. In decision-making, BUMDes uses stakeholder deliberation in determining the BUMDes structure, the type of business to run and other components of the BUMDes institution. Village-owned enterprises, hereinafter referred to as 'BUMDes', are legal entities/village economic institutions established and owned by the village government. They serve as pillars of the village economy, contributing to increased village revenue and directly improving the welfare of the village community. An example of this can be seen in the villages of Ponggok, Tlogo, Ceper and Manjungan in Klaten Regency, where businesses such as a minimarket, clean water management and procurement of goods and services at the Tirta Mandiri enterprise increased local revenue by 40% in 2009 (Arindhawati, 2020). In order to operate, a BUMDes must have a business to run. The types of businesses operated by a village-owned enterprise are stipulated in Government Regulation No. 11 of 2021 and include economic and/or public service activities. In Bojonegoro Regency, for example, they can choose from categories such as social enterprises, rentals, services, trade, agriculture, and financial

institutions. When determining the type of business, the needs of the community and the existing potential of the village must be considered. Study of BUMDESA Panca Mandala Tasikmalaya, a village-owned enterprise operating in the service sector, specifically as an internet service provider, it is necessary to implement progressive strategies to provide internet services in villages, particularly to support community development and the creation of digital villages in Indonesia. BUMDesa Panca Mandala needs to develop programmes based on this strategy, taking into account the role of social institutions that embody the social norms and values embraced by the village community (Meilandi, 2022).

The management of BUMDes comes from village funds which enable villages to establish more than 50% or 0.3 village-owned enterprises per capita. Despite the large number, BUMDes only have limited utilization of finance, trading or distribution and public facility management as its top three business units (Arifin, 2020). In 2021, data on the website *bumdes.kemendesa.go.id* explains that village-owned enterprises (BUMDes) in Bojonegoro have been established in almost every village. Of the 419 villages, 393 villages already have BUMDes. Meanwhile, by 2023 all 419 villages in Bojonegoro Regency would have BUMDes. In Sumberejo Sub-district itself, data from the same website shows that a total of 26 villages in Sumberejo Sub-district have BUMDes with different business type criteria. Sumberejo sub-district has five business type criteria, namely savings and loans with a percentage of 26.9%, trade 46.2%, services 19.2%, village tourism 3.8% and livestock 3.8%. Meanwhile, in the BUMDes ranking, there are three types of ranks that exist in BUMDes in Sumberejo Sub-district, namely pioneers with a percentage of 80.8%, beginners 11.5% and developing 7.7%.

This research focuses on which business model is most appropriate in Sumberejo Sub-district, Bojonegoro Regency. On the other hand, the literature study states that the sub-districts in Bojonegoro Regency have 4 sectors that are included in the leading category, namely the agriculture; forestry; and fisheries sectors, the mining and quarrying sector; the information and communication sector; and the government administration, defense, and social security sectors (Haydara, 2019). This study adopts a social fact paradigm, viewing social facts as objective and real aspects of social life and considering social phenomena to be the primary focus of sociology. Within this paradigm, the study draws on the theory of structural functionalism, as set out by Talcott Parsons. According to this theory, society is integrated through mutual agreement on prevailing social values, which serve to accommodate differences and maintain order and balance in the social system (Yuningsih, 2022).

Studies on BUMDes are still dominated by research that evaluates the performance of a single type of business in isolation, and thus have not provided a comprehensive picture of the differences in success rates among business units managed within a single BUMDes. Meanwhile, implementation in the field shows that most BUMDes engage in business diversification by managing several business units simultaneously (Haydara, 2019). However, only some business units are able to grow sustainably, while others exhibit poor performance or have even ceased operations. This disparity indicates the need for research comparing the performance of various business units within a single BUMDes to identify the factors influencing the effectiveness of their management. Research on BUMDes has, to date, been dominated by discussions of institutional aspects, governance, and the performance of business units. Meanwhile, evaluations of the impact of BUMDes on community well-being have not yet been conducted specifically using measurable well-being indicators, such as increasing income, improving living standards, and fulfilling basic needs (Arindhawati, 2020). As a result, empirical evidence regarding the extent to which BUMDes can improve the well-being of rural communities remains insufficient.

A comparative analysis of the impact of various types of BUMDes business units on community welfare—using more specific welfare indicators, namely increasing income, improving living standards, and fulfilling basic needs—was conducted for the first time in this study. Therefore, based on this background, this study aims to analyze the differences in the contribution levels of each type of BUMDes business unit toward improving community welfare and to identify the most effective BUMDes business model for enhancing community welfare in Sumberejo Subdistrict. The results of this study are expected to contribute theoretically to the development of research on the effectiveness of BUMDes, while also serving as a basis for practical considerations for village governments and stakeholders in determining priorities for the development of BUMDes business units oriented toward improving community welfare.

METHODS

This study is a quantitative (non-parametric) study examining the impact of BUMDes business types on community welfare. Based on the research findings, this study employs an analytical observational approach using a cross-sectional study design, meaning the data were collected at the time the study was conducted.

The research population was the village community in Sumberejo Sub-district, Bojonegoro Regency, East Java in Januari - February 2024. The hypothesis of this research is obtained from the problem, namely about BUMDes activities from various types of business type criteria on the welfare of the people of Sumberejo Subdistrict. The hypotheses in this study are: H_0 = There is no positive and significant relationship between BUMDes on various criteria for improving the welfare of village communities; H_1 = There is a positive and significant relationship of BUMDes on various criteria to improve the welfare of the village community.

The sampling method in this study uses a purpose sampling technique where the sample has a requirement that the sample is a respondent who has a productive age. According to BPS, the productive age of Indonesian society ranges from 16-64 years old. The sample that will be used as the object of this research is a village community that is selected based on the sampling frame, which is a list of population elements that are used as the basis for sampling. The population elements used as samples are elements based on the BUMDes' village of origin that have been given criteria based on the type of business being run.

The population was then grouped based on the criteria of the type of business run by Village-Owned Enterprises in Sumberejo District to be sampled. The selected villages in the sampling responded are Pejambon village with BUMDes business type is village tourism, Banjarejo village with BUMDes business type is savings and loan, Karangdowo village with BUMDes business type is trading, Sumberrejo village with BUMDes business type is service and Kedungrejo village with BUMDes business type is animal husbandry. The sample criteria for respondents in this study are village communities of productive age who reside in the selected village area. The sample was calculated using the Slovin formula. The results of the calculation obtained the number of respondents was 175 samples with a sample distribution for each village of 35 people.

The data collection instrument consisted of a questionnaire with total questions are 25, containing questions that addressed the impact of BUMDes work programs—either directly (X_1) or indirectly (X_2) (Novandi, 2019)—on community well-being (Y), as measured by increases in income, standard of living, and the fulfillment of basic needs (Arindhawati, 2020). Prior to data collection, a literature review was conducted, the community groups to be studied were identified, statements were formulated and organized, values were recorded and coded for each question, and cross-checking, validity, and reliability testing of the questions were performed. Data collection was conducted through open-ended interviews and the administration of a closed-ended questionnaire to respondents of working age. The scoring guidelines for assessing the community's level of knowledge about BUMDes offered two options: "know" (score = 1) and "do not know" (score = 0) (Pranatawijaya, 2019). Prior to data analysis, the questionnaire was subjected to validity and reliability tests to ensure that the instrument is valid and capable of consistently measuring the intended construct over time. Data analysis of the variables in this study—namely, the primary data consisting of respondents' perceptions of how BUMDes work programs directly (X_1) or indirectly (X_2) impact community welfare (Y)—was conducted quantitatively using SPSS 24 software. An analysis of differences in BUMDes activities based on business type was conducted using the Mann-Whitney test, which is used to test two independent, uncorrelated samples—a common scenario in social research. Data analysis to identify the most appropriate BUMDes model by business type for improving community welfare used Kendall's Tau (T) correlation test to determine which BUMDes business types influence improvements in community welfare (Sugiyono, 2021). The research results are presented in tables or graphs and are then described in narrative form.

RESULTS AND DISCUSSION

BUMDes as the object of research are located on 5 villages, namely Pejambon Village, Banjarejo Village, Sumberrejo Village, Karangdowo Village and Kedungrejo Village. Of the 5 villages, researchers took one of the most running types of business from all types of businesses run in each BUMDes, namely BUMDes Pejambon Village whose business type is village tourism, BUMDes Banjarejo Village whose business type is savings and loan, BUMDes Sumberrejo Village whose

business type is services, BUMDes Karangdowo Village whose business type is trade, and BUMDes Kedungejo Village whose business type is farming. The following Table 1 explains more fully the condition of each BUMDes business type.

Table 1. Description of BUMDes Condition based on business type

Type of Business	Description
Savings and Loans	From 2015 to the 2021 year-end report, the profit or business results obtained from the financial unit or revolving fund amounted to Rp. 39,025,000. Communities who are members of BUMDes really feel the benefits of savings and loans because they can help lend community business capital.
Trade	This type of business field is taken on the basis of the potential of natural resources in the village where the majority is agriculture. Agricultural products from the community, one of which is unhulled rice, will be purchased by BUMDes at a stable price and still provide benefits to the farming community.
Services	Bank method services Village communities are given bags in each house to be filled with recyclable waste. Every week, BUMDes will pick up or the community sends it to the BUMDes office to be exchanged for rupiah.
Village Tourism	This is able to accommodate a workforce of 40 people. In 2019, it has had a gross income of Rp. 150,000,000. During the COVID-19 pandemic, income dropped dramatically but each of them received a gross profit of Rp. 50,000,000.
Agricultural Cultivation	Communities who become members will get livestock, namely cows, for free to be cultivated in their respective homes. The profit-sharing mechanism is obtained from the sale of live cattle or profit sharing of fingerlings.

The selection of business types in each village is based on village potential. The decision-making process, including village finances and the selection of the type of BUMDes in Sukanagih village, is done through deliberation as well as looking at community needs and development priorities. Overall, there are several approved business units, such as tourism village, rental services, connection services, general trading and marketing, financial service units, and banking transactions. Of these various business units, the tourism village is the main choice to be developed. The selection of this business unit focuses on the tourism sector, which is considered to be the driving force for other businesses (Aritenang, 2021). It states that villages can encourage economic development through optimizing the local potential of the village so that services are closer to the community and can maximize existing potentials (Darmawan, 2018). This is supported by the results of Widiastuti study (2019) where the selection of the type of BUMDes can be done by looking at the potential that already exists in the village. Such is the case of two villages in Moyudan Sub-district where the identification results explain that Summersari Village has a mound that has the potential to become a tourist village and Sumberahayu Village which already has potential raw materials in the form of fish producers so that a fish farming business can be formed. The type of business that the BUMDes should engage in can be selected by looking at the potential of the village, so that the work programme can be carried out sustainably. The utilization of village potential to improve community welfare and achieve sustainable village development also occurs in Almaltret Village in Catalonia, Spain. Arco research (2021) examines the ALMIA Programme, which aims to encourage sustainable development through community empowerment by utilizing local resources, particularly in the olive and almond farming sectors, as well as in the pig farming industry. The project results demonstrate that utilizing village potential based on community empowerment has increased village tourism by more than 250 visits, as well as creating direct and indirect employment in production, transportation, energy efficiency and clean energy storage.

A comprehensive mapping of village potential and selection of business types needs to be done to minimize the risk of loss. BUMDes is a forum for village entrepreneurship and a key to development, aiming to encourage economic activity in villages and improve community welfare (Mustanir, 2018). Supported by village funds, it is guided in its management to maximize each village's potential, which is used as the basis for the characteristics of the business to be run (Rahayu, 2019). The establishment of Village-Owned Enterprise Taobao villages has three main factors, namely existing farmer entrepreneurship, community participation, and adequate government intervention, which are important factors in rural development so that the growing e-commerce ecosystem in Taobao villages emerges in rural communities and brings changes to villages in terms of industrial structure, farmers' livelihoods,

and the rural landscape (Zang, 2023). Consequently, the businesses of different villages will differ because they are related to the potential and needs of their respective communities.

BUMDes as Part of the Social Structure of Rural Communities

BUMDES institutions play a significant role in maintaining balance within the social structure through a series of activities aimed at systematically meeting specific needs (Muhsin,2022). Therefore, BUMDES must perform four functions in accordance with Talcott Parsons’ perspective on structural functionalism to uphold expected values. These four functions consist of Adaptation, Goal Attainment, Integration, and Latency (AGIL).

Adaptation for Social Adjustment and Transformation. The process of social adjustment and transformation faced by BUMDES presents its own challenges. Generally, rural communities are highly dependent on direct support from the central government channeled through village funds, including social assistance; this reliance needs to shift toward village self-reliance by maximizing the potential of BUMDES. Adaptation (in line with the functions within Talcott Parsons’ framework) encompasses changes in management practices, human resource capacity building, a transition toward more professional management, and innovation in business models to enable independent operation without reliance on funds from the central government (Maimory, 2026).

Goal Attainment. Villages possess significant potential when managed effectively. This potential consists of natural resources and strong social capital. Both of these elements serve as the primary foundation for BUMDES to achieve its objectives—village self-reliance and increased community income—thereby ensuring the well-being of village residents (Lazuardiah, 2020). Beyond economic aspects, the existence of BUMDES is also expected to optimize the village’s local potential, improve public services, and promote equitable community well-being (Pradnyani, 2019).

Integration to Strengthen the System. Integration within BUMDES aligns with Indonesia’s social principles of mutual cooperation ‘gotong royong’ and openness. BUMDES is viewed as an institution established by village residents based on the principles of mutual cooperation and transparency; however, it is also required to operate with professionalism and transparency (Ibrahim, 2019). In Bojonegoro Regency, BUMDES have established synergies with various parties, including local MSMEs, local government programs, and philanthropic organizations.

Latency in System Conservation Efforts. BUMDes focuses on maintaining and managing systems that are already established and well-organized without any inconsistencies. The BUMDes in Sumberjo Subdistrict continues to improve itself to ensure the sustainability of its operations, whether through the formulation of Articles of Association and Standard Operating Procedures (SOPs), regular capacity-building, or transparency in budget utilization (Lumintang, 2019). In addition to internal BUMDES factors, the existence of BUMDES at the village level is also influenced by local culture and social values; therefore, maintaining external structures ensures that BUMDES functions in accordance with the village’s cultural objectives without sacrificing its traditional characteristics.

The Role of BUMDes from Various Business Type Criteria on Community Welfare.

The role of BUMDes according to Novandi (2019) is a role through BUMDes activities which consists of direct activities such as promotional assistance or product marketing, free health services, school scholarships, business capital, business equipment, job opportunities and assistance with production raw materials. While indirect activities such as training, mentoring, business consultation, expansion of cooperation partners, payment and transfer services, protection, shelter of ideas, criticism and suggestions. The results of testing the role of BUMDes with various business type criteria can be seen in Table 2.

Table 2. Differences in the direct and indirect role of BUMDes on different business type criteria with Mann-Whitney test

Type of Business	Mean Rank		P-value	Notes
	Direct	Indirect		
Savings and Loans	25.94 ^a	45.06 ^b	0.000 (<0.05)	Significantly different

Trade	31.46 ^a	39.54 ^a	0.085 (>0,05)	Not significantly different
Services	25.84 ^a	45.16 ^b	0.000 (<0.05)	Significantly different
Village Tourism	25.17 ^a	45.83 ^b	0.000 (<0.05)	Significantly different
Agricultural Cultivation	26.74 ^a	44.26 ^b	0.000 (<0.05)	Significantly different

Note: a,b,c = similar letter notation means not significantly different. Mann-Whitney test results with an acceptance level of less than 5% (<0.05) indicate that the results are significantly different.

The Mann Withney test results show differences in BUMDes activities based on the type of business, from the type of savings and loan business, showing the results of the significance value of the assumption is 0.000 or <0.05, which means that the direct and indirect activities of the type of savings and loan business are significantly different. The type of trade, showing the result of the significance value of the assumption is 0.085 or > 0.05, which means that the direct and indirect activities of the type of trade are not significantly different. Type of service business, showing the results of the significance value of the assumption is 0.000 or <0.05, which means that the direct and indirect activities of the type of service business are significantly different. Type of village tourism business, showing the results of the significance value of the assumption is 0.000 or <0.05, which means that the direct and indirect activities of the type of village tourism business are significantly different. Livestock business type, shows the result of the significance value of the assumption is 0.000 or <0.05, which means that the direct and indirect activities of the livestock business type are significantly different.

The type of savings and loans in BUMDes activities shows a significant difference, this is in line with the activities in BUMDes Marwah which has only one direct activity, namely providing business capital, and in indirect activities is providing mentoring, training and business consultancy, which can be concluded that indirect activities in BUMDes Marwah are more than direct activities. In BUMDes with the type of trading business, namely in BUMDes Bintang Sejahtera, the results are not significantly different, this is in line with the BUMDes activities where the direct activity is to assist in the sale/marketing of agricultural products, and the usual indirect activity is to expand cooperation partners such as connecting with tractor owners, rice harvesters or searching for rice seeds, where the indirect activities carried out are not so many. In the type of service business at BUMDes Sumber Amanah that focuses on the waste bank, it can be interpreted that the direct activity at BUMDes is product marketing assistance by means of community inorganic waste being received and purchased by BUMDes Sumber Amanah, which is then forwarded to inorganic waste collectors, while the indirect activities at BUMDes are quite a lot, ranging from environmental training, assistance in waste selection, and consultancy.

The test results of BUMDes direct activities show no significant difference while BUMDes indirect activities are significantly different. This indicates that each BUMDes has a different work program tailored to the type of business of each BUMDes. This is based on the needs of the village community and the potential of the village. For this reason, the types of BUMDes businesses in Kamangan Village, Tamposo Sub-district, where the selection of BUMDes type categories was carried out by deliberation and it was decided that there were 3 types of businesses, namely pig farming, lpg gas and sugar distributors. Each of these BUMDes when running a business will certainly have different work programs or activities (Wowor, 2019). In addition, unequal BUMDes activities are possible due to differences in BUMDes ranking categories.

The results of the Mann-Whitney test show that there are significant differences between direct and indirect activities in BUMDes with business types of savings and loans, services, tourist villages and agricultural cultivation. This can be interpreted that direct activities such as capital assistance, business tools, promotion, free health and education facilities and employment opportunities have differences with indirect activities such as training, mentoring, consultation, partner search, insurance, course and promotion have different frequencies of running activities. Meanwhile, the results show that there is no significant difference between direct and indirect activities in BUMDes with trading business types, which means that direct activities such as capital assistance, business tools, promotion, free health and education facilities and employment opportunities have differences with indirect activities such as training, mentoring, consultation, partner search, insurance, course and promotion have almost the same frequency of activities. The optimization of Village-Owned Enterprise Strategy as a means of improving the economy of rural communities requires assistance in improving human resources, such as community empowerment as the main driver Sustainable Village-Owned Enterprise Strategy in Indonesia (Harinurdin, 2025).

Social observation based on Talcott Parsons' concept shows that the types of BUMDES businesses that contribute to the overall well-being of the community in Sumberjo Subdistrict include savings and loans, services, village tourism, and agricultural cultivation. In the context of Talcott Parsons, this can be seen in savings and loan, which have several aspects, namely: 1) Greater adaptability in terms of business capital for rural communities; 2) Direct implementation of BUMDes objectives; 3) Clear integration through the principle of mutual cooperation; and 4) more organized management of savings and loan enterprises (Sumarni, 2023). In services, such as waste banks, Talcott Parsons' principles are also evident, including: 1) High environmental awareness facilitates the waste bank's ability to adapt and operate effectively; 2) The sustainability of this business aligns with the achievement of BUMDes objectives; 3) The activities carried out are voluntary and collaborative; and 4) Routine and scheduled implementation to ensure business continuity (Solikin, 2023). In village tourism initiatives, Talcott Parsons' concept is evident through 1) The growing community demand for recreation; 2) The initiative's ability to adapt quickly, thereby aiding the achievement of BUMDes objectives; 3) Integration with local Micro, Small, and Medium Enterprises (MSME) near tourist sites; and 4) The establishment of systems and standard operating procedures (SOPs) for MSME members and tourism service schedules (Caya, 2019). Talcott Parsons' paradigm is evident in agricultural cultivation, one example being the "GAYATRI" program: 1) Majority of villagers own livestock, so this type of business adapts quickly; 2) The objectives of BUMDes are achieved rapidly; 3) There is integration, particularly through collaboration with government agencies and philanthropic organizations; and 4) The large number of members who are farmers helps preserve the village's social values (Muntoha, 2026).

Analysis of the Role of BUMDes on Various Business Type Criteria on Community Welfare. Meanwhile, the effect of the relationship on community welfare can be seen in accordance with the opinion of Arindhawati (2020) which consists of three things, namely increasing income, improving living standards, and fulfilling basic needs. Increasing income can be in the form of increasing income, getting employment opportunities, and developing businesses. Improving living standards can be in the form of getting opportunities for children's education continuity, improving health status, improving human resource skills or abilities, and increasing the availability of public facilities. Improving living standards can include meeting the needs for food, clothing, shelter and entertainment needs.

Table 3. The Role of BUMDes from Various Business Criteria on Increasing Income

Business Type of BUMDes	Correlation	Significance	Village
Direct Activities			
Village Tourism	0.272 ^{tn}	0.680	Pejambon
Savings and Loan	0.502 ^{**}	0.001	Banjarejo
Trade	0.675 ^{**}	0.000	Karangdowo
Services	0.214 ^{tn}	0.166	Sumberrejo
Agricultural Cultivation	0.917 ^{***}	0.000	Kedungrejo
Indirect Activities			
Village Tourism	0.326 ^{tn}	0.280	Pejambon
Savings and Loan	0.400 [*]	0.006	Banjarejo
Trade	0.588 ^{**}	0.000	Karangdowo
Services	0.662 ^{**}	0.000	Sumberrejo
Agricultural Cultivation	0.918 ^{***}	0.000	Kedungrejo

Description : * = Moderately related at 95% confidence level ($\alpha=0.05$); ** = Strongly correlated at 95% confidence level ($\alpha=0.05$); *** = Strongly correlated at 95% confidence level ($\alpha=0.05$); tn = Not related at 95% confidence level.

The direction of the correlation in the table is positive or unidirectional. It shows that there is no negative value in the correlation value, but it has a different value which shows the level of relationship strength. Based on the significance and correlation values, the data shows that the role of BUMDes directly has a significant relationship ($\alpha < 0.05$) to the increase in community income in BUMDes with savings and loan business types (strong relationship), trade (strong relationship), and agricultural cultivation (very strong relationship). On the indirect role that has a significant relationship ($\alpha < 0.05$) to the increase in community income in the type of savings and loan business (quite strong relationship), trade and services (strong relationship) and agricultural cultivation (very strong relationship). This shows that H1 is accepted and H0 is rejected. From the results of the number of correlations for each type of business, the one with the highest number of correlations is the indirect role, namely from the types of savings

and loans, trade, services and agricultural cultivation. Therefore, it can be said that the influence on increasing income is from the indirect activities of BUMDes.

In the direct BUMDes role that does not have a significant relationship ($\alpha > 0.05$) to the increase in community income is the type of village tourism business and services. While in the indirect role, the type of village tourism business does not have a significant relationship ($\alpha > 0.05$) to increase community income so that H1 is rejected and H0 is accepted. These results are in accordance with Hasanah's research in (Saepudin, 2019) on village tourism where tourism has two elements, namely learning and entertainment or fun. Meanwhile, BUMDes with a service business type have activities such as (Solikin, 2023) BUMDes collect waste through waste banks with an exchange rate of Rp.1000 to Rp.2000/kg. Although the community gets some money, the amount is very small and cannot affect the level of income. The results of (Hidayah, 2021) in Pagelaran Village, Ciomas District, Bogor Regency, which has a BUMDes with a business type of intermediary services and clean water processing. The intermediary business in the village is in the form of payment services for electricity and PDAM payments and clean water facilities services. These activities have no effect on increasing community income. BUMDes in Pohuwato Village with a trading business type has increased the income for the commissioner management and also the community involved (Sari & ummur, 2019).

These findings do not align with the results of (Wurdaningsih, 2023) research in Biduk-Biduk District, Berau Regency, which is indeed famous for its beach tourism, managed by the village. The village provides stalls for businesspeople, offering a comfortable and attractive space for buying and selling, which encourages consumers to visit and purchase (Micro, Small, and Medium Enterprises) MSME products, thereby increasing the income of businesspeople. Meanwhile, in Sumberejo Subdistrict, the village government is utilizing land to create a park where people can take selfies. In addition, visitors can enjoy a mini train ride. The local community is permitted to sell goods to tourists. According to (Faruk, 2022), factors affecting the income of traders in tourist areas are business capital, working hours, age, length of time the business or tourism has been running, and location. Direct activities that increase community income include the savings and loan businesses of the village-level enterprise (BUMDes), trade and agricultural cultivation (livestock). Indirect activities that affect community income include savings and loan businesses, trade, services, and agricultural cultivation (livestock).

The Role of BUMDes from Various Criteria towards Improving Living Standards. The role of BUMDes in improving the standard of living of the community is seen from direct and indirect roles. The results of the analysis of the relationship between the role of BUMDes on improving living standards are in Table 4.

Table 4. The Role of BUMDes from Various Business Criteria towards Improving Living Standards

Business Type of BUMDes	Correlation	Significance	Village
Direct Activities			
Village Tourism	0.051 ^{tn}	0.742	Pejambon
Savings and Loan	0.459*	0.002	Banjarejo
Trade	0.212 ^{tn}	0.182	Karangdowo
Services	0.325*	0.040	Sumberrejo
Agricultural Cultivation	0.267 ^{tn}	0.100	Kedungrejo
Indirect Activities			
Village Tourism	-0.171 ^{tn}	0.270	Pejambon
Savings and Loan	0.335*	0.022	Banjarejo
Trade	0.388*	0.014	Karangdowo
Services	0.641**	0.000	Sumberrejo
Agricultural Cultivation	0.306 ^{tn}	0.062	Kedungrejo

Description : * = Moderately related at 95% confidence level ($\alpha = 0.05$); ** = Strongly correlated at 95% confidence level ($\alpha = 0.05$); *** = Strongly correlated at 95% confidence level ($\alpha = 0.05$); tn = Not related at 95% confidence level.

The direction of the correlation in the table is positive or in the same direction except for the direction of the correlation of the indirect role of village tourism BUMDes (negative or opposite value). Positive correlations have different values which indicate the strength of the relationship. Based on the correlation value and significance, the data shows that the role of BUMDes directly has a significant relationship ($\alpha < 0.05$) to the improvement of living standards in BUMDes with savings and loan and service business types (strong relationship). In the indirect role that has a significant relationship ($\alpha <$

0.05) is in the type of savings and loan business and trade (fairly strong relationship) and services (strong relationship). This shows that H1 is accepted and H0 is rejected. From the results of the number of correlations for each type of business, the one with the highest number of correlations is the indirect role, namely from the types of savings and loan, trade, and services businesses. So that it can be said, the influence on improving living standards is from the indirect activities of BUMDes. An improved standard of living means that the community has access to health, education and skills facilities. In Ranah Pesisir sub-district, the direct role of the women's savings and loan group (KSPP) in raising education costs through the application of the 'Tanggung Renteng' system has had a tremendous impact. In the health sector, KSPP members are given health insurance for poor families (Sumarni, 2020a, 2020b).

In the direct BUMDes role that does not have a significant relationship ($\alpha > 0.05$) is the type of village tourism business, trade, and animal husbandry. While in the indirect role, the types of village tourism business and animal husbandry do not have a significant relationship ($\alpha > 0.05$) to improve the standard of living of the community so that H1 is rejected and H0 is accepted. Meanwhile, village tourism in Sumberejo District is only a family entertainment facility, so it has not yet reached the improvement of living standards such as education, health and skills. This contradicts Sumiasih (2018) where BUMDes that manage village tourism in Pakse Bali, Klungkung District manage natural, cultural and tourism services and the average tourism income reaches 100 million per year so that it can help the standard of living of the community. On the other hand, BUMDes with cultivation business types are in accordance with the hypothesis findings such as the example of BUMDes Bonang Gumilang, Majalengka Regency, namely fattening cattle, sheep and breeding catfish. The capital aspect of BUMDes Bonang Gumilang is from village funds. However, the cultivation process is carried out by the community (Faksi, 2020). Although farmers are given cultivation skills, there is no direct link to improved health and education. The development of villages is influenced by demographic, socioeconomic and geographic (Li, 2022). In another study on tourism villages, research on tourist villages in Thailand shows that rural tourism development creates a direct link between tourism activities and local communities. Implementing the Community-Based Tourism (CBT) programme through community assistance, facility support and monitoring has strengthened the capacity of the local tourism community, improving the quality of life for its members (Chatkaewnapanon, 2022).

The Role of BUMDes from Various Criteria towards Improving Fulfilling Basic Needs. The role of BUMDes in fulfilling the basic needs of the community is seen from direct and indirect roles. The results of the analysis of the relationship between the role of BUMDes and the fulfillment of basic needs in Table 5.

Table 5. Role of BUMDes from Various Business Criteria towards Fulfilling Basic Needs

Business Type of BUMDes	Correlation	Significance	Village
Direct Activities			
Village Tourism	0.082 ^{tn}	0.586	Pejambon
Savings and Loan	0.831 ^{***}	0.000	Banjarejo
Trade	0.826 ^{***}	0.000	Karangdowo
Services	-0.029 ^{tn}	0.854	Sumberrejo
Agricultural Cultivation	0.917 ^{***}	0.000	Kedungrejo
Indirect Activities			
Village Tourism	0.275 ^{tn}	0.670	Pejambon
Savings and Loan	0.630 ^{**}	0.000	Banjarejo
Trade	0.673 ^{**}	0.000	Karangdowo
Services	0.512 ^{**}	0.001	Sumberrejo
Agricultural Cultivation	0.082 ^{tn}	0.586	Pejambon

Description : * = Moderately related at 95% confidence level ($\alpha = 0.05$); ** = Strongly correlated at 95% confidence level ($\alpha = 0.05$); *** = Strongly correlated at 95% confidence level ($\alpha = 0.05$); tn = Not related at 95% confidence level.

The role of BUMDes on the fulfillment of basic needs has a positive or unidirectional correlation direction except for the direction of the correlation of the direct role of BUMDes with the type of village tourism business (negative or opposite). The positive correlation has a different value which indicates the level of relationship strength. Based on the correlation value and significance, the data shows that the role of BUMDes directly has a significant relationship ($\alpha < 0.05$) in BUMDes with savings and loan,

trade, and livestock business types (very strong relationship). In the indirect role that has a significant relationship ($\alpha < 0.05$) is in the types of savings and loan, trade, and services (strong relationship) and livestock (very strong relationship). This shows that H1 is accepted and H0 is rejected. From the results of the number of correlations for each type of business, the one with the highest number of correlations is the indirect role, namely from the types of savings and loan, trade, services and livestock businesses. It can be said, that the influence on the fulfillment of basic needs is from the indirect activities of BUMDes.

The direct BUMDes role that does not have a significant relationship ($\alpha > 0.05$) is the type of village tourism business and services, while in the indirect role, the type of village tourism business does not have a significant relationship ($\alpha > 0.05$) so that H1 is rejected and H0 is accepted. There are two categories of service business types, namely engaged in social services which provide services to villagers and rental business services to serve community needs. These findings are similar to the results of Jakak study (2022) where BUMDes Desa Panji, Sukasada, Buleleng district provides digital services to its community in the form of payments through an application called the Village PAM Application, so that it does not directly fulfill basic needs. In contrast to village tourism, the results of Ajie (2020) on BUMDes Tridadi Makmur, Sleman District has indirectly increased PAD by generating profits of around 140 million per year. In addition, the BUMDes invites the community to become investors and get a share of business results and empowers the community to become BUMDes employees who get salaries equivalent to the Sleman District UMR.

Villages have the authority to manage resources and direct development. This enables them to be autonomous in managing both governance and economic resources (Anggraeni, 2016). Through Village-Owned Enterprises (BUMDes), villages can perform functions that benefit the community by utilizing existing potential. A BUMDes is a business entity in which the village owns all or most of the capital through direct participation in the management of assets, services and other businesses for the greatest benefit of the village community. BUMDes is seen as a source of funds to increase income — a community need that must be recognized by the community as a whole. This enables independent village development that is not solely dependent on budgets and assistance (Pradnyani, 2019).

Two parameters for the five types of BUMDes businesses that, based on the analysis, showed the most significant results in terms of community income growth (agricultural cultivation), improved quality of life (services and savings and loans), and the fulfillment of basic needs (savings and loans, trade, and agriculture cultivation). This reflects that the role of BUMDes in these businesses has maintained the village's socio-economic system in accordance with the paradigm of social reality and Talcott Parsons' structural-functional theory, in which the principles of adaptation, goal attainment, integration, and latency function optimally in Sumberejo Subdistrict, Bojonegoro Regency.

The research findings indicate that BUMDes that engage in savings and loan activities—whether directly or indirectly—can improve all three indicators of well-being more effectively than other types of businesses. These findings support community empowerment theory, which posits that improved well-being occurs when communities gain access to economic opportunities, productive resources, and supportive local institutions (Dushkova, 2024). In this context, BUMDes function as village economic institutions that help empower communities by creating business opportunities and boosting economic activity. Furthermore, the results of this study indicate that other business types—such as trade, services, and livestock farming—also have a significant impact on improving these three welfare indicators, thereby confirming that the impact of BUMDes depends heavily on the characteristics of the managed business units; consequently, their effectiveness varies depending on how well the business type aligns with local needs. This aligns with Firmansyah's (2025) assertion that villages are expected to drive economic development based on local potential, thereby bringing services closer to the community and enabling the utilization of the village's natural resources to support the local economy and improve education, health care, energy infrastructure, and transportation and communication systems.

In practical terms, the findings of this study provide a foundation for village governments, local governments, and BUMDes managers to design more efficient business unit development strategies. Policies for developing BUMDes should not adopt a one-size-fits-all approach but rather be tailored to the characteristics of the business type, local economic potential, and community needs. Furthermore, the results of this study can serve as a basis for developing capacity-building programs, capital planning, performance evaluations, and village investment priorities so that available resources can yield greater improvements in well-being.

CONCLUSION

The conclusions of this study enrich the concept of measuring community well-being by using more detailed indicators, namely increasing income, improving living standards, and fulfilling basic needs through activities tailored to the types of businesses operated by BUMDes. There is a significant relationship on the direct role of BUMDes on increasing community income in the types of savings and loan businesses; trade; and livestock, as well as an indirect role on the types of savings and loan businesses; trade; services; and livestock. There is a significant relationship on the direct role of BUMDes on improving the community's standard of living in the types of savings and loan and service businesses, as well as an indirect role on the types of savings and loan; trade; and service businesses. Also there is a significant relationship in the direct role of BUMDes on the fulfillment of the community's basic needs in the types of savings and loan businesses; trade; livestock as well as the indirect role in the types of savings and loan businesses; trade; services; and livestock.

Improvements in community well-being across three indicators, as measured by the indirect activities of BUMDes, include the provision of employment opportunities, skills development, business development, consulting, partnership opportunities, payment services, insurance, and a platform for sharing ideas. This approach provides a more comprehensive understanding compared to the previous studies, which generally relied solely on income indicators or perceptions of overall well-being.

For future research, it is suggested to explore further the role of The type of business to be run by BUMDes Kecamatan Sumberejo and focus on activities that can improve community welfare, such as savings and loans, trade, services, and agricultural cultivation (including animal husbandry). On the other hand, the activities of BUMDes Kecamatan Sumberejo that provide direct assistance to the community should be more varied, and the needs of the community that can be directly facilitated by BUMDes Kecamatan Sumberejo should be reviewed. This will provide a more comprehensive picture of the establishment of BUMDes to suit the potential and needs of the community in Sumberjo District, Bojonegoro Regency so that community welfare can be achieved.

Acknowledgement. I would like to express my sincere gratitude to the Bojonegoro Regency Government and the Ministry of Villages, Development of Disadvantaged Regions and Transmigration for giving me the opportunity to take part in the Prior Learning Recognition programme. This programme has had a profound impact on my research and personal journey.

Conflict of Interest. The authors declare no conflict of interest.

Declaration of Generative AI Use. During the preparation of this manuscript, the authors used ChatGPT (OpenAI) and Paraphraser assist with language translation, grammar improvement, and enhancement of the clarity and readability of the manuscript. These tools were used solely for language support and did not contribute to the study design, data collection, data analysis, interpretation of results, or the scientific conclusions. All AI-assisted outputs were carefully reviewed, verified, and revised by the authors, who take full responsibility for the final content of the manuscript.

Contributions of CRediT. MFA, S, and S conceived and designed this study; MFA and LNA collected and analyzed the data; S and S contributed to the interpretation of the data and the literature review; MFA, LNA, and AIM prepared the draft manuscript; all authors reviewed and approved the final version of the manuscript.

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