

Strategic Management of Village-Owned Enterprises Using Tetrapreneur and Social Capital Approaches: A Case Study in Indonesia

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ABSTRACT

This study investigates the strategies to develop village-owned enterprises (BUMDesa) using a tetrapreneur approach and optimization of social capital as a form of local wisdom. It employed quantitative analysis to investigate the perceptions of managers and non-managers of village-owned enterprises. The results of the study indicate that there is an expectation gap in the development of village-owned enterprises through the chainpreneur approach, marketpreneur, qualitypreneur, and brandpreneur. This study suggests that village-owned enterprises should implement an intensification strategy with supply chain, marketing, quality, and brand improvement. This study contributes to the development of the strategic management theory, especially for small industries.

Keywords: Village-owned enterprises, strategy, tetrapreneur, social capital.

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1. INTRODUCTION

The Indonesian economy fluctuated between 2015 and 2020. It also shows a decrease. The low national economic growth is triggered by high rates of poverty and unemployment in villages. Village is the lowest subdivision of the state administrative apparatus in Indonesia. Therefore, the government should pay more attention to the development of villages (Hairunnisa, et al., 2021)

The government has implemented several programs to develop villages through community empowerment to increase productivity and diversity of businesses, provide facilities that support the economic growth in villages, build and strengthen institutions that support the production and marketing chains, and optimize human resources underlying the village economic growth (Adawiyah, 2018). The government has also launched many programs and paid more attention to the development of villages in Indonesia. However, the results are not satisfactory. The primary cause of this failure is government's intervention. Another cause is the villagers' poor creativity and innovation

(Darwita & Nyoman, 2018).

The government has implemented a new program to trigger economic growth by establishing an economic institution managed by village communities. This program is known as the village-owned enterprises (BUMDesa). BUMDesa is an institution established by the village government and managed by the village communities based on the economic needs and potential resources of the village (Basalamah & Mawardi, 2021). BUMDesa operates and accommodates economic activities in communities and utilizes resources in villages. Therefore, all resources become more productive and effective.

One of the strategies to develop BUMDesa is the tetrapreneur model which focuses on increasing competitiveness in the market. Tetrapreneur is an innovation from villages based on four entrepreneurial pillars. The first is chainpreneur, which refers to a business supply chain from upstream to downstream. The second is marketpreneur, which refers to the exchange of product values. The third is qualitypreneur, which refers to product quality through qualified human resources. The fourth is brandpreneur, which comprises product brands that can strengthen a strategic position in the market (Cavinato, 2002). In addition, BUMDesa can be developed by optimizing the potential of village capital, such as social capital, through local wisdom.

BUMDesa is an important investment for villages to increase village revenue (VR). The Ministry of Villages, Disadvantaged Regions and Transmigration states that the Government of the Republic of Indonesia has allocated village funds of IDR4.2 trillion from 2015-2020 to strengthen the capital of BUMDesa. However, until 2020, 51.134% of the amount has been used and the contribution to village revenue is approximately IDR1.1 trillion. [Desa Data Center \(\[jatimprov.go.id\]\(http://Desa.Data.Center\(jatimprov.go.id\)\) reports that there are 6300 BUMDesa in East Java Province. They are classified into three categories: advanced, growing, and beginner. However, only 12% of them are advanced. This situation shows that the management of BUMDesa has not been optimal. The Audit Board of the Republic of Indonesia released an audit report for Semester II of 2018 which states that BUMDesa has not contributed to the improvement of villages' economy. The study involving 8,220 BUMDesa revealed that 2188 BUMDesa that have been established are not operating, and 1670 BUMDesa have not contributed to village revenue. In addition, 1034 BUMDesa do not submit their reports, 871 BUMDesa have not been supported by a feasibility study, and 864 BUMDesa have not been orderly in the administration and reporting of BUMDesa. Furthermore, 585 BUMDesa have not been supported by competent \(professional\) managers and 547 BUMDesa business fields are not in accordance with the potentials of BUMDesa.](http://Desa.Data.Center(jatimprov.go.id)

Some obstacles to the BUMDesa management have been identified (Ibrahim, et al., 2019). They include limited budget, lower quality of human resources, and support from private sectors. Meanwhile, Jaya and Rafi (2018) revealed that the inhibiting factors for the development of BUMDesa are not the aspects of capital, but unprofessional managers or resources, miscommunication among village elites, and the lack of community support. More complex problems are related to the development of BUMDesa, such as product management, capital, unskilled human resources, marketing, compliance with health standards and halal products, accounting and taxation, and investment (Rahmatika et al., 2019). Nurhalimatus et al. (2022) suggest that Islamic financing is a financial alternative that covers the fairness of benefit and risk because the principle of justice is the main element of Islamic finance.

A preliminary study conducted by the Research Institute and Community Services (LPPM) of Universitas Trunojoyo indicated that most BUMDesa in Madura Island are still growing. The BUMDesa operate in many sectors including production and services. The government expects that BUMDesa could be a trigger to improve economic development in villages. Therefore, this study examines BUMDesa in Madura island more comprehensively by identifying tetrapreneur strategy through the perceptions of managers and non-manager BUMDesa. Moreover, this study aims to identify the most appropriate BUMDesa development strategies through the tetrapreneur approach and social capital.

2. THEORETICAL FRAMEWORK

2.1. Village-owned enterprises (BUMDesa)

BUMDesa is an institution at the village level that focuses on developing the economy of rural communities. BUMDesa is a pillar of economic activities in villages which has dual functions, as a social and commercial institution (Sulastriyono & Saputra, 2020). BUMDesa, as a social institution, is serving the interests of the community and should provide social services. Meanwhile, as a commercial institution, BUMDesa aims to seek profit by utilizing local resources, such as goods and services, for the market (Efendi, 2019).

The establishment of BUMDesa is regulated in Law Number 6 of 2014 concerning villages. The purpose of the establishment is to increase village revenue (VR). This perspective means that village revenue can be obtained from BUMDesa so that it will encourage the village government to provide "goodwill" and respond to the development of BUMDesa.

BUMDesa must be different from economic institutions so that the existence and performance of BUMDesa can significantly improve the welfare of communities in villages. BUMDesa is also expected to avoid using a capitalistic system which can disrupt social life values. Susan et al. (2022) argue that an organization's success can be measured from its financial performance, reflected on financial statements. However, it is not relevant for BUMDesa whose characteristics are profits and social institutions.

Seven main characteristics distinguish BUMDesa from commercial economic institutions. First, this business entity is owned and managed by the village government. Second, the capital fund sources of BUMDesa are from the village (51%) and the community (49%) through equity participation (shares). Third, the operation of BUMDesa employs a business philosophy rooted in local culture (local wisdom). Fourth, the line of business is based on potentials and market information. Fifth, the profits of BUMDesa are aimed at improving the welfare of members (investors) and the community through village policies. Sixth, BUMDesa is facilitated by the Central Government, Provincial Government, Regency Government, and Village Government. Seventh, the operation of BUMDesa is controlled jointly by the Village Government, Village Consultative Body, and members of BUMDesa. BUMDesa is established through several stages.: 1) potential identification, 2) sharing information on the formation of BUMDesa, 3) formulation of the Memorandum of Association or the Articles of Association, 4) the formation of BUMDesa managers, 5) drafting of village regulations, and 6) preparation of work plans for BUMDesa managers.

To respond to the new omnibus law on job creation law, the government

recommends that BUMDesa should move quickly to adjust to regulations. Based on Government Regulation no. 11 of 2021, BUMDesa should be a legal entity and adhere to an accountability pattern that befits an accountable and professional business.

2.2. Building Villages through Social Capital

There are three types of capital in the community: economic capital, cultural capital, and social capital. The distribution structure of the three types of capital corresponds to the structure attached to the society. The amount of capital in an area depends on the respective application area and the transformation of costs in the conversion process from one capital to another. The World Bank defines social capital as a society, including institutions, relationships, attitudes, and values that guide interactions between people and contribute to economic and social development (Fatimah 2018). Social capital requires the value of sharing and organizes roles that are expressed in personal relationships, trust, and shared responsibilities.

Putnam (1993) proposes three components of social capital related to social institutions; they are social networks, norms, and social trust. Social networks are created through cooperations between people and manifested by the dynamic infrastructure of social capital that facilitates communication and interaction, enables the growth of trust, and strengthens cooperation. A healthy society will also have a strong social network that can strengthen the cooperation of its members and benefit from the members' participation. Ralph et al. (2020) mention that access to human resources and knowledge is part of non-formal social capital. Norms consist of understandings, values, expectations, and goals that are believed and carried out by a group of people. They can be formed from religions, moral guidelines, or secular standards, such as codes of ethics, pre-conditions, or products of social beliefs. Trust is a hope that grows in a society shown by honest, order, and cooperative behavior based on shared norms (Fukuyama, 1995).

Social capital is an important element to efficiently function the economy which is easily created or shaped through public policy. Social capital must lead to group cooperation and therefore, it is related to traditional policies, such as honesty, commitment to do tasks consistently, and reciprocal relationships. Social capital can be partially defined by a set of informal values or norms that are mutually used by group members to allow them to cooperate (Fatimah, 2018).

One of Indonesia's intellectual properties, especially the Maduranese, is cooperation (known as *gotong royong*) and hard work. The word refers to *gotong royong* as the best practice. The integration and comprehensiveness of noble values from Indonesian culture are reflected in it. These values include belief in God Almighty, the attitude of helping, selfless mentality, priority to people's interests, braveness because it is true, unity in differences, togetherness in decision-making, care for each other, and love (BPPM DIY, 2018). According to the philosophy of social capital, village development in the Madura region can be carried out through community empowerment by utilizing or optimizing existing social capital in rural communities, which have been widely known, such as people who work hard, work together, and uphold the value of togetherness as a community value (local wisdom).

Each village is unique, has a wealth of resources, competencies, and different customs, and raises potential competitive advantages that distinguish it from other villages. Empowerment of village potential can be a solution to create competitive advantage and sustainable village welfare in the future. One form of empowerment from

the government is autonomy, which enables villages to manage resources independently; one of the forms of autonomy is village-owned enterprises (BUMDesa).

2.3. The Tetrapreneur Theory

Tetrapreneur consists of four holistic approaches: 1) chainpreneur, 2) marketpreneur, 3) qualitypreneur, and 4) brandpreneur. Chainpreneur or entrepreneurial chain is a new approach to describe the conditions of entrepreneurship by using the philosophy of the supply chain. The supply chain consists of all parties involved, directly or indirectly, to meet customers' demands (Fatimah, 2012). The supply chain should be maximized to generate overall values. Marketpreneur or entrepreneurial market is an innovative perspective to identify the needs of entrepreneurs at every stage by projecting market activities that meet consumer needs, wants, and expectations. Consumers are not limited to those who interact directly or buy products or services. To achieve and maintain profitability, businesses must produce quality products, operate efficiently, and be socially responsible for their consumers, employees, investors, and government regulators. These groups are determinants of a company's success. Qualitypreneur or entrepreneurial quality is a quality approach (Sower, 2011) that provides practical recommendations in characteristics to satisfy and express the implied needs, desires, and expectations of entrepreneurs. Keller (1993) argues that marketing activities can potentially enhance or maintain consumers' awareness of the brand or the favorability, strength, and uniqueness of various types of brands are interrelated. The customer-based brand equity framework may provide a perspective that will enable marketers to take better short-term and long-term marketing actions. Meanwhile, brandpreneur or entrepreneurial brand refers to the association's strategy to encourage entrepreneur growth by using the brand value approach and assigning specific responsibilities to stakeholders.

2.4. Business Strategy

The strategic management process of large-scale companies is often identical (Mazzarol, 2003) while small and medium-sized businesses do not consider the main thing because it is not formally stated in their business plans. However, the daily operations of small companies still require a strategy. Ralph et al. (2020) have developed a configuration model of strategic management practices to improve the performance of small companies. The configuration model consists of entrepreneurial orientation (EO), strategic planning, goal setting, total quality management (TQM), social capital, and small business owners' analysis of financial ratios. Nguyen et al. (2022) argue that managers of modern business firms gradually change the development strategies and transition from traditional strategies to innovative ones.

Porter (1998) developed three generic strategies: cost leadership, differentiation, and focus. Cost leadership means producing standard products at relatively low prices because consumers are very sensitive to prices. Differentiation is a strategy to produce relatively unique products with premium prices because consumers are relatively insensitive to prices. Focus refers to producing a product or service to meet certain consumers' needs.

Meanwhile, David and David (2017) mention several alternative business strategies, such as integration strategy, intensive strategy, diversification strategy, and defensive strategy. Integration strategy is suitable for large-scale companies because it offers an

acquisition process that involves large amounts of capital. Intensive strategy is directed at market penetration, market development, and product development to improve the current market position. Diversification strategy aims to create new product variations to increase profits by relying on big names of existing brands. Defensive strategy is a strategy to survive when the company is in a poor condition and it is done by liquidating unprofitable business units.

3. METHOD

This study employed quantitative method to examine different perceptions between managers and non-managers of BUMDesa. This study focused on BUMDesa in Madura island. The samples were selected randomly from two categories.

- Group 1 consisted of managers of BUMDesa (52 respondents)
- Group 2 comprised non-managers of BUMDesa (82 respondents) such as village officials, youth organizations, woman's organizations, farmer groups, village facilitators, and communities.

Data Collection Techniques and Data Analysis: The quantitative analysis employed a questionnaire survey. The questionnaire was designed to obtain the respondents' responses to the tetrapreneur approach, such as chainpreneur, marketpreneur, qualitypreneur, and brandpreneur. Quantitative data were analyzed using a different response test between respondents in group 1 and group 2.

4. FINDINGS AND DISCUSSION

4.1. Quantitative Data Analysis

The first stage of the research was distributing the questionnaire to respondents. The respondents were divided into two categories: managers of BUMDesa and non-managers of BUMDesa. Then, this study analyzed 134 questionnaires consisting of 52 managers of BUMDesa and 82 non-managers of BUMDesa.

The questionnaire was designed with 2 models: questionnaire 1 which was distributed to managers of BUMDesa to obtain information about the current condition of BUMDesa. Meanwhile, questionnaire 2 was distributed to non-managers of BUMDesa to obtain their expectations of BUMDesa. Both questionnaires have similar question components with slight modifications to describe the tetrapreneur strategy based on several aspects: chainpreneur, marketpreneur, qualitypreneur, and brandpreneur.

Table 1 presents the demographic data of the respondents' gender, groups, level of education, and age. The demographic data show that the number of male respondents is bigger than the female ones. Meanwhile, the data on non-managers of BUMDesa show that the village officials group has the highest percentage, followed by general community group. Furthermore, the data on levels of education show that most of the respondents' education background is senior high school and below. Meanwhile, the second highest is bachelor's degree. The data of age show that most respondents in group 1 are within the age range of 25-34 years old, meanwhile the range 35 – 44 years old was dominated by those of group. The results of the descriptive statistical test of the respondents' answers are based on the respondent groups.

Table 1. Respondents' Genders

Information	Gender	Total	Percentage
Group 1 (managers)	Male	35	67%
	Female	17	33%
Group 2 (non-managers)	Male	36	54%
	Female	46	56%

Table 2. Respondents' Group

Information	Total	Percentage
Managers of BUMDesa	52	39%
Village officials	34	25%
Youth organizations	7	5%
Woman's organizations	13	10%
Farmer groups	5	4%
Village facilitators	3	2%
Community	20	15%
Total	134	100%

Table 3. Respondents' Educational Levels

Information	Total	Percentage
Senior high school and below	78	58%
Bachelor's degree	53	40%
Master's degree	3	2%
Total	134	100 %

Table 4. Respondents' Age

Age	Group 1		Group 2	
	Total	Percentage	Total	Percentage
< 25 years	8	15%	16	20%
25 - 34 years	25	48%	23	28%
35 - 44 years	14	27%	25	30%
45 - 54 years	4	8%	16	20%
> 54 years	1	2%	2	2%
Total	52	100%	82	100%

Table 5. Descriptive Statistical Mean (Average) between Groups 1 and 2

No	Tetrapreneur	Question Items	Lowest Score	Highest Score	Media n	Group 1 Average	Group 2 Average
	Chain Preneur	19	19	95	57	69.62	78.77
A.1	Supply chain reliability	5	5	25	15	17.21	20.36
A.2	Supply chain responsiveness	4	4	20	12	14.98	17.03
A.3	Supply chain flexibility	4	4	20	12	15.06	16.82
A.4	Supply chain asset management	3	3	15	9	11.02	13.2
A.5	Supply Chain Cost	3	3	15	9	11.33	11.99
B	Marketpreneur	9	9	45	27	34.10	37.26
C	Qualitypreneur	8	8	40	24	33,02	31.05
D	Brandpreneur	6	6	30	18	33,02	31.05

Table 5 shows that group 2 (non-managers) has a higher expectation than group 1 (managers) in the aspect of chainpreneurs and marketpreneurs. This suggests that BUMDesa must improve the two aspects according to the expectations of non-managers. In line with these results, the data shows that the position of the chainpreneur is still not optimal, and this is part of the strategy for future development. The managers of BUMDesa admitted that the two aspects have several limitations. However, they claimed that their products for the brandpreneur and qualitypreneure are known by wider communities. Furthermore, testing was carried out to investigate whether there are differences in the expectations of non-managers and managers.

Statistical Test with Independent Sample T-Test: This study examines different expectations between manager and non-manager groups. A different test was conducted using the independent sample t-test with a different test because the samples were from two different populations. The results of the test are presented in Table 6-9.

Table 6. ChainPreneur Test

Type	N	Mean	SD	Std Error Mean	Levene's Test for Equality of Variances	T-Test for Equality of Means (95% Confidence Interval)
Group 1	52	69.61	9.16	1.27		
Group 2	82	78.77	4.46	0.49		
F					13.043	
Sig					0.000	
df						132
sig						0.000

Mean difference	-9.152
Std. Error Difference	1.184

Levene’s test for the equality of variances has revealed $F = 13.043$ and $Sig = 0.000$; these scores are less than alpha 0.05. It can be concluded that the managers of BUMDesa and non-managers of BUMDesa have different perceptions and there are gaps in expectations for chainpreneurs. Meanwhile, the expectation value of group 2 for the progress of BUMDes is 78.77. The average score of the expectation value of group 1 is 69.62. The expectations of the group are 9.15 points.

Table 7. MarketPreneur

Type	N	Mean	SD	Std Error Mean	Levene's Test for Equality of Variances	T-Test for Equality of Means (95% Confidence Interval)
Group 1	52	34.10	5.91	0.82		
Group 2	82	37.26	3.64	0.40		
F					11.267	
Sig					0.001	
df						134
sig						0.000
Mean difference						-3.15994
Std. Error Difference						0.824

Levine’s test for equality of variances revealed $F = 11.267$ and $Sig = 0.001$; these scores are less than alpha 0.05. It can be concluded that managers of BUMDesa and non-managers of BUMDesa show differences in perceptions and gaps of expectations to marketpreneurs. The average score shows that the expectation value of group 2 for the progress of BUMDesa is greater by 37.26. Meanwhile, the average score of group 1 is 34.10, and the performance/expectation score of group 1 is 3.16 points.

Levene's test for equality of has revealed $F = 9.724$ and $Sig = 0.002$; these scores are less than alpha 0.05. It can be concluded that managers of BUMDesa and non-managers of BUMDesa have different perceptions and gaps in expectations related to qualitypreneurs. Meanwhile, group 2 has a smaller average score of expectations for the progress of BUMDesa at 31.05. The average score of group 1 is 33.02, and the performance/expectation score of the group is only 1.97 points.

Table 8. QualityPreneur

Type	N	Mean	Std. Deviation	Std. Error Mean	Levene's Test for Equality of Variances	T-Test for Equality of Means (95% Confidence Interval)
Group 1	52	33.02	4.40	0.61		
Group 2	82	31.05	2.74	0.30		
F					9.724	
Sig					0.002	
df						132
sig						0.002
Mean difference						1.97
Std. Error Difference						0.62

Table 9. Brandpreneur

Type	N	Mean	Std. Deviation	Std. Error Mean	Levene's Test for Equality of Variances	T-Test for Equality of Means (95% Confidence Interval)
Group 1	52	22.56	4.12	0.57		
Group 2	82	24.39	2.37	0.26		
F					15.506	
Sig					0.000	
df						132
sig						0.001
Mean difference						-183
Std. Error Difference						0.56

Levene’s test on equality of variances revealed $F = 15.56$ and $Sig = 0.000$; these scores are less than alpha 0.05. It can be concluded that managers of BUMDesa and non-managers of BUMDesa have different perceptions and gaps in expectations related to brandpreneurs. Group 2 has a greater score of expectation to the progress of BUMDes by 24.39. Meanwhile, the average score of Group 1 is 22.56 and the performance/expectation of group 1 is 1.77 points. Group 1 claims that its products are relatively popular.

Multivariate Analysis: The effect of gender, age and education on the perception of chainpreneur, marketpreneur, qualitypreneur and brandpreneur was examined. The

results of multivariate analysis are presented in the table below.

Table 10. Multivariate Test

Variable	Chain	Market	Quality	Brand
F test	0.001	0.158	0.198	0.960
Gender	0.992	0.757	0.341	0.369
Age	0.004	0.733	0.311	0.979
Education	0.000	0.243	0.042	0.765

*Level of significance at $\alpha=5\%$

Table 10 describes that variable age and education influence perception of chainpreneur partially. Gender does not influence the perception of chainpreneur. Then, gender, age and education do not influence the perception of marketpreneur, The results show that the significance level of every variable is more than alpha 5%. Gender and age do not influence perception of qualitypreneur. On the other hand, education level influences perception of qualitypreneur. Then gender, age and education level do not influence perception of brand level partially.

4.2. Alternative Strategies to Develop BUMDesa

Based on the analysis of the questionnaire on tetrapreneurs, an alternative strategy for developing BUMDesa is the intensification strategy, which refers to developing or optimizing the existing BUMDesa business lines because BUMDesa products are well established and can contribute to operating profits. However, limited financing hampers the business expansion. Therefore, the intensification strategy is considered appropriate. Intensification can be done through several strategies.

- The first is optimizing market opportunities through marketpreneurs. This strategy focuses on how products can enter the market segment, have strong competitiveness, and attract consumers' interest. This strategy can be implemented by establishing partnerships with distributors or other agencies to improve marketing distribution. This strategy also aligns with improvements in the chainpreneur aspect, starting from the supply of materials to product distribution.
- The second is improved product quality. This strategy mainly focuses on product durability and packaging.
- The third is a technological innovation that can be done by establishing partnerships, utilizing programs from the government, and standardizing products.
- The next strategy is improving the quality of BUMDesa through improvement of entrepreneurial quality or qualitypreneur. This strategy focuses on service improvement. Good service will attract consumers and reflect the excellent quality of a business entity.
- BUMDesa can be developed by improving the business brands or brandpreneurs. This strategy focuses on the brand of a product or a strong characteristic of the business entity. When a business entity has distinctive characteristics and a strong brand in the market, consumers will remember the product easily, and the product will be in great demand in the market.
- BUMDesa can be developed by utilizing the existing social capital, such as the trust

of village officials, local governments, and other community organizations. Therefore, BUMDesa can become a new spirit for managers of BUMDesa. Trust enables BUMDesa to run well. For example, the local government's trust will bring benefits in the form of capital assistance. Meanwhile, trust from community organizations and woman's organizations can strengthen the supply chain of raw materials and product processing.

5. CONCLUSION

BUMDesa is one of the pillars of economy driving the rural areas. However, the development of BUMDesa encounters several difficulties. The community has high expectations of BUMDesa. Therefore, BUMDesa managers should optimize the aspects of chainpreneurs, marketpreneurs, qualitypreneurs, and brandpreneurs. SWOT analysis is an alternative strategy to develop BUMDesa. Intensification is a strategy to optimize business lines by utilizing social capital in the form of trust in BUMDesa.

This research is expected to provide guidance and alternative strategies to develop BUMDesa so that the business has a clear strategy and can implement formal documents. Meanwhile, related parties, such as the government, can contribute to the development of BUMDesa by facilitating partnership networks and providing funding as part of the government's programs.

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