




## Realization of Law Number 6 of 2014 through the Role of Management of Village Owned Enterprises

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Article Info	ABSTRACT
<p><b>Keywords:</b> The Role of Village Government Law Number 6 of 2014 Village-Owned Enterprises (BUMDes)</p>	<p>This study aims to analyze the role of the village government in realizing Law Number 6 of 2014 concerning Villages through the management of Village-Owned Enterprises (BUMDes) in Soguo Village, Bolaang Uki District. The research method used is qualitative descriptive with data collection techniques through observation and interviews, as well as primary and secondary data sources. The results of the study show that the village government has three important roles in community empowerment through BUMDes, namely as a regulator, dynamizer, and facilitator. As a regulator, the village government is tasked with establishing policies that support the management of BUMDes so that they can operate in accordance with the provisions of Law No. 6 of 2014. As a dynamizer, the village government encourages active community participation in the BUMDes management process and strives to overcome various obstacles in development. As a facilitator, the village government provides support in the form of training, guidance, and resources needed to increase community capacity and the sustainability of BUMDes. However, there are inhibiting factors in the empowerment of BUMDes in Soguo Village, such as limited funds and low levels of community participation, which need to be considered in formulating policies and strategies for the development of BUMDes in the future. This research is expected to be the basis for the formulation of more effective policies in supporting the development of BUMDes and community empowerment at the village level.</p>
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### INTRODUCTION

The study of the history of the birth of government includes several complex evolutionary developments from prehistoric societies to modern systems of government. Initially, humans lived in small groups with kinship structures. Major changes occurred with the advent of permanent settlements and the agrarian revolution, forming larger agrarian communities. Later, early forms of government such as small kingdoms and chieftains appeared. Ancient civilizations such as Egypt, Mesopotamia, India, and China developed strong central governments. (Suryajaya 2015);(Temperature, Djae, and Sosoda 2020);(Ali et al. 2019).

In Ancient Greece it introduced the experiment of democracy, while the Romans contributed to the concept of law and government. Feudalism dominated in Europe after the collapse of Rome, followed by the Renaissance and Enlightenment periods that brought the ideas of modern government. The 20th century saw major changes with the industrial revolution, the development of representative democracy, and the spread of political ideologies such as communism and capitalism. The history of government continues to develop, reflecting the social and political dynamics of society in each era.(M. Junaedi Al Anshori 2011). The historical journey of government continues to involve changes and adaptations to social, economic, and political conditions. The 20th century witnessed the struggle for civil rights, national independence movements in different parts of the world, and world wars affecting the geopolitical order. After World War II, the formation of international organizations such as the United Nations reflected a concerted effort to maintain world peace and address global problems. (Arhanudya, Anwar, and Eko 2023). The development of information technology and globalization in the 21st century brings new challenges to government, including issues such as cybersecurity, climate change, and global inequality.

In the midst of these dynamics, the democratic experiment continues, while some countries also face challenges in maintaining effective and inclusive systems of government. The history of government provides an in-depth understanding of how political institutions and systems evolve, creating a foundation for thinking about the future of government in this era of globalization. In Indonesia, the history of the formation of the government includes a long and varied journey, involving various kingdoms and small kingdoms before the formation of the modern Indonesian state. One of the starting points was the period of the Srivijaya and Majapahit kingdoms which had a sophisticated government structure in the archipelago.(Kamuli et al. 2021). The arrival of Europeans, especially the Dutch, introduced the colonial system in Indonesia in the 17th century. This colonial colonization lasted for centuries, affecting the structure of government and local political life. In the early 20th century, Indonesian nationalist resistance and movements grew, which then gave birth to the spirit of independence. The Proclamation of Indonesian Independence on August 17, 1945, followed by the war of independence against the Dutch, created the foundation for the formation of a national government. In 1950, Indonesia adopted the 1945 Constitution as the country's constitution, and Sukarno became the first president. Since then, Indonesia has undergone significant changes in government, including the Old Order, New Order, and Reform era in 1998 after student and community riots. The reforms brought about major changes, including direct elections, greater press freedom, and efforts to improve governance and law enforcement.(Suryajaya 2015).

Indonesia is currently a democratic country with a presidential system of government. Political and social developments continue, and Indonesia seeks to address a range of challenges, including economic development, poverty alleviation, and natural resource management. The history of Indonesian government reflects a complex journey, from the pre-colonial period to the struggle for independence and the development of the modern state. As a country that adheres to the principle of democracy, Indonesia currently implements a system of government that divides its power rights to the central government, regions, cities, districts, sub-districts to the smallest, namely villages. This is known as the

concept of centralization "Division of Authority" or responsibility in running the wheel of government. In a broad interpretation, decentralization in Indonesia is considered a concept of sharing power between the central and regional governments. This process began at the beginning of the Reform Era after the collapse of the New Order, which was marked by the passage of the Regional Autonomy Law in 1999. The law gives great authority to local governments and allows regional expansion to bring public services closer to the community. Fiscal decentralization and the development of village authority are the next steps, with a focus on equitable allocation of funds and village-level empowerment. Despite the challenges, the concept of decentralization continues to evolve to strengthen public participation, improve government efficiency, and ensure better public services throughout Indonesia.

One of the obligations that must be carried out by the village government, one of which is to promote the concept of empowerment whose goal is to advance the general welfare of local residents. The next reason is that the village empowerment program is a fundamental aspect in village development that aims to increase the independence of local communities and create conditions that support economic growth and social welfare. Village empowerment involves various activities such as skills training, local potential development, and the formation of cooperatives to increase village income and economic sustainability. In addition, this approach also includes strengthening community participation in decision-making, increasing access to education and health services, and environmental conservation. Through empowerment programs, villages can become centers of sustainable local economic growth, with communities having a more active role in village management and development. Likewise, this program is expected to be the key to improving the quality of life and ensuring inclusive development at the village level. The principle of empowerment actually includes efforts to develop the village economy both in structural and non-structural aspects. In this context, village funds are an important tool to support aspects of village economic empowerment. The use of village funds can be directed to structural initiatives such as the development of basic infrastructure, including roads and irrigation, which directly impacts the economic progress of local communities. In addition, the village budget can also be directed to non-structural economic empowerment efforts, such as skills training, education, and support for the development of micro and small enterprises. By utilizing village funds intelligently and participatively, villages have the opportunity to increase the income of their citizens, create local jobs, and realize sustainable economic development.

Regulatoryly, in Law Number 6 of 2014, in its article that discusses villages, it is explained that village government refers to "the implementation of government duties and services to local residents in the area in the context of the government structure in the unitary state of the Republic of Indonesia." Meanwhile, village government also refers to individuals who act as village heads or have other titles, and they are given assistance by village officials or individuals by other designations. The implementation of government at the village level is based on principles such as legal certainty, order in government, smooth running of the public interest, transparency, balance, professional ability, responsibility, effective and efficient performance, as well as the principles of local wisdom, respect for diversity, and active participation. It can be interpreted that one of the functions of government at the village level is to carry out efforts to build and develop correctional services, as well as carry

out economic development tasks in the village environment. The importance of the role of Village-Owned Enterprises (BUMDes) as an alternative in various assistance and grant initiatives is considered. Therefore, an effective management process framework is needed, including steps such as: (1) BUMDes must implement management practices that are transparent and open to the public. (2) The management of BUMDes must prioritize responsibility to rural residents in accordance with the applicable legal provisions. (3) The active participation of village communities must be integrated in every stage of planning, implementation, and monitoring of BUMDes activities. (4) In addition, the management of BUMDes must produce positive impacts and sustainable benefits for community members on a sustainable basis.

Although many Village-Owned Enterprises (BUMDes) have been established, often after their establishment, BUMDes operations face various obstacles. Therefore, each BUMDes needs to implement a strategy to ensure the smooth implementation of its operations and to optimize the potential of the village through its role. Strategy is very crucial because it can help achieve long-term goals, especially when BUMDes are faced with challenges. In choosing a strategy, consideration must be made from various aspects, involving an analysis of the scope of the problems faced, so that appropriate strategies can be applied for the development of BUMDes. The available potential provides opportunities for BUMDes as an alternative to increase village income and encourage prosperity in Soguo Village. However, in carrying out operations and optimizing this potential, BUMDes are faced with a number of challenges and failures in the implementation of the programs that have been designed. Therefore, a development strategy is needed that can ensure the continuity of BUMDes. Successful examples such as SOGUO Village BUMDes demonstrate their ability to maintain good business operations and develop village potential through continuous control and evaluation to improve performance.

## METHODS

The research method used is qualitative descriptive. Basically, this method is an approach used to understand and describe a phenomenon or event with detailed and thorough way.(Subandi 2011). In this context, the research focuses on achieving a deep understanding of the characteristics, properties, and context of a phenomenon without quantitatively measuring while the acquisition of data sources in this study consists of primary and secondary data. Primary data is information collected directly from the first source, namely through research or direct observation by the researcher to answer certain research questions. Secondary data is information that has been collected by other parties before and can be reused by researchers for their own research purposes. Data collection techniques include observation and interviews.

## RESULTS AND DISCUSSION

### **Realization of Law No. 6 of 2014 Through the Role of Regulators, Dynamises and Facilitators.**

Basically, to assess the extent of the role played by the village government in community empowerment through the use of Village-Owned Enterprises (BUMDes), it is necessary to look at the various contexts of the role owned by the village government. Some

important roles to consider include: (1) Regulators, which include the role of village governments in making policies and rules that support the management of BUMDes so that they can operate optimally and in accordance with the needs of the community; (2) Dynamismator, which functions to encourage and mobilize the community to be actively involved in BUMDes activities, as well as create a spirit of entrepreneurship and innovation in village business management; and (3) Facilitators, who play a role in providing the necessary facilities and infrastructure, as well as providing support in the form of training, guidance, and assistance to BUMDes managers and the community in order to develop the economic potential of the village in a sustainable manner. These three roles are interrelated and are an important foundation in optimizing community empowerment through BUMDes at the village level.

The findings of this study show that the Soguo Village Government has a very important role in community empowerment through Village-Owned Enterprises (BUMDes). As a regulator, the village government establishes policies and regulations that regulate the operation of BUMDes, with the aim that the activities carried out are in accordance with applicable laws and norms. Through village deliberation, the village government involves the community in the planning and decision-making process related to BUMDes, such as in recruiting workers and preparing the BUMDes Work Plan and Budget (RKAB). This effort shows the village government's commitment to creating transparency and accountability in the management of BUMDes, which is very important to ensure the continuity of the business. As a dynamizer, the Soguo village government actively encourages BUMDes to innovate and develop programs that can improve the welfare of the community. The village government organizes training and guidance to increase the capacity of the community in managing BUMDes. This action is in accordance with the role of a dynamist, which not only provides direction, but also stimulates innovation and independence in business management. In addition, the village government also strives to create a climate that supports creativity and sustainable business development, through the use of technology and improving community skills. As a facilitator, the Soguo village government not only provides guidance, but also actively provides support in the form of training and access to resources needed for the development of BUMDes. Village governments play a role in creating opportunities for collaboration between various related parties, including the community and the private sector, in order to support the success and growth of BUMDes. Active community participation in the BUMDes program is also obtained through this approach, which creates positive dynamics in local economic empowerment and increases community capacity to manage businesses independently and sustainably.

These findings show that the Soguo Village Government has a strategic role in community empowerment through Village-Owned Enterprises (BUMDes) by carrying out functions as regulators, dynamists, and facilitators. As a regulator, the village government designs policies that support the operation of BUMDes, including through village deliberations to ensure transparency and accountability in management, such as in the recruitment of workers and the preparation of the BUMDes Work Plan and Budget (RKAB). This function is in line with the theory of (Zaelani 2022) which emphasizes the importance of regulatory guidelines to maintain a balance of development. As a dynamist, the village government actively increases community capacity by organizing training and guidance to

support innovation and business independence, in line with the view that emphasizes the importance of the government's role in mobilizing the community to be empowered independently. (Pribadiningtyas, Said, and Rozikin 2013). In addition, the role of this dynamist also includes upskilling, the use of technology, and encouraging innovation as outlined (Paradise 2020) That, as a facilitator, the village government provides support in the form of training, access to resources, and opens opportunities for collaboration with various parties, creating positive dynamics in sustainable local economic empowerment. This effort is in line with the views of (Nirwana and Muhammadiyah 2017) that business coaching and development must simplify the business growth process to ensure its optimal continuity and success.

In addition, the role of the village government in community empowerment through Village-Owned Enterprises (BUMDes) needs to be directly related to Law No. 6 of 2014 concerning Villages and other related regulations, such as Permendesa No. 4 of 2017, which regulates the management and empowerment of villages through BUMDes. Based on the findings of the research, the Soguo village government carries out three main roles that support the development of BUMDes, namely as a regulator, dynamizer, and facilitator, which are important pillars in implementing the mandate of the Village Law and village empowerment policies. As a regulator, the Soguo village government establishes policies that are in line with the principle of decentralization regulated in the Village Law, where villages are given the authority to design policies and rules that support the management of BUMDes. In this case, Article 86 of Law No. 6 of 2014 provides a legal basis that allows villages to regulate and manage village potential, including the management of BUMDes, through a village deliberation mechanism. Policies taken by the village government to involve the community in planning and decision-making, such as in the preparation of the BUMDes Work Plan and Budget (RKAB), reflect the participatory principle that should be a reference in the management of BUMDes, in accordance with Article 2 of the Village Law which emphasizes the importance of active community participation in every stage of village development.

As a dynamizer, the village government plays a role in encouraging and mobilizing the community to actively participate in BUMDes, as well as fostering the spirit of entrepreneurship and innovation. This is in line with the goal of Permendesa No. 4 of 2017, which states that BUMDes must function as a forum for economic empowerment of village communities, by developing local potential. By organizing training and guidance, the Soguo village government has tried to increase the capacity of the community in managing BUMDes and introduce technology and innovations that can accelerate business development. This also reflects the application of the principle of Article 10 of the Village Law which requires villages to develop human resource capacity as one of the aspects of community empowerment. As a facilitator, the role of the village government in providing training and access to resources is very important to ensure the sustainability of BUMDes management. The Soguo village government not only provides guidance, but also provides access to the community to acquire the necessary skills and knowledge. Article 82 of Law No. 6 of 2014 mandates the village government to provide facilities and infrastructure that support the sustainability of village businesses, which can further strengthen the foundation of the local economy. Collaboration between the community, the private sector, and various

stakeholders has also shown the success of this approach in expanding networks and supporting business growth at the village level. For this reason, these findings show that the role of the village government in community empowerment through BUMDes in Soguo Village is very much in line with the provisions in Law No. 6 of 2014, which emphasizes the importance of villages having the authority to manage the potential in their area. However, even though the village government has carried out these three roles well, the challenges in fund management, community participation, and sustainable development still need more attention to ensure that BUMDes truly function as a driving force for the village economy that can empower the entire community equally.

### **Determining Factors for the Realization of Law No. 6 of 2014 Through the Role of Regulators, Dynamisors and Facilitators.**

Inhibiting factors in community empowerment through Village-Owned Enterprises (BUMDes) are conditions or elements that can hinder or reduce the effectiveness of the implementation of community empowerment programs through BUMDes. In this context, there are two main indicators that reflect these constraints, namely:

#### **1. Limited Funds**

Limited funds refer to financial constraints or lack of financial resources needed to support community empowerment programs through BUMDes. As an implication, limited funding can limit the ability of BUMDes to provide facilities, training, or implement projects that support community empowerment. This can affect the quality and scope of programs that can be implemented by BUMDes. (Kusuma Putra, Nur Pratiwi, and Suwondo 2022). Next (Shifa and Ilyas 2021) Limited funds can result in a number of adverse impacts. First, in the initial phase, limited funds can affect the ability of BUMDes to launch strategic projects and provide facilities that support business continuity. Sufficient capital procurement is the key to starting and maintaining economic activities that can empower village communities. In 2018, the priority of using village funds emphasized the focus on empowering village communities with an emphasis on several key aspects. This includes increasing the active involvement of the community in planning, implementing, and supervising village development, developing the capacity of village communities, strengthening the resilience of village communities, developing village information systems, and other aspects. This is in line with the vision of "Building Indonesia From the Periphery by Strengthening Regions and Villages within the Framework of a Unitary State" expressed in the 2017 document.

To achieve this goal, Permendagri No. 20 of 2014 provides guidelines related to the allocation of development development through village funds, taking into account the receipt of 10% by the district after being reduced by the Village Fund Allocation (ADD). The ADD management process involves various stages, ranging from planning, implementation, to accountability, as steps that must be followed according to the stipulated provisions (Masbullah and Bahri 2021). The findings of the study show that although the role of Village-Owned Enterprises (BUMDes) has had a significant positive impact on the community, there is an imbalance in the level of welfare between individuals in the community. Although BUMDes has contributed positively, the challenges that have arisen have created disparities in the well-being of individuals in the community. This highlights the need for further efforts

to ensure that economic empowerment through BUMDes can be equitable and provide the most optimal benefits possible for all village communities.

## 2. Lack of Community Participation

The lack of community participation reflects the low level of involvement and support from villagers for empowerment programs carried out by BUMDes. The impact in indicators can hinder the sustainability of empowerment programs, considering that the success of programs increasingly depends on the support and active involvement of citizens. Low participation can also reduce the effectiveness of programs in achieving development and empowerment goals. (Tiballa 2017);(Marande 2022). The lack of community participation in carrying out their obligations to Village-Owned Enterprises (BUMDes) can have a significant adverse impact on the progress and sustainability of these businesses. Limited community involvement can cause a human resource crisis, hinder optimal business management, and harm the finances and development of BUMDes. This impact involves financial, managerial, and motivational aspects, with the potential to reduce revenue, reduce the quality of business management, and hinder the morale of the management team. In addition, lack of participation can also harm aspects of legitimacy and community support, creating dissatisfaction and resistance to BUMDes. Therefore, motivating and actively involving the community in all operational stages of BUMDes is crucial to ensure the sustainability and success of village businesses.

The findings of the research show that the lack of community participation in carrying out their obligations to Village-Owned Enterprises (BUMDes) can have a significant adverse impact on the progress and sustainability of these businesses. Limited community involvement can cause a human resource crisis, hinder optimal business management, and harm the finances and development of BUMDes. This impact involves financial, managerial, and motivational aspects, with the potential to reduce revenue, reduce the quality of business management, and hinder the morale of the management team. In addition, lack of participation can also harm aspects of legitimacy and community support, creating dissatisfaction and resistance to BUMDes. Therefore, motivating and actively involving the community in all operational stages of BUMDes is crucial to ensure the sustainability and success of village businesses. Regarding the findings of limited funds and lack of community participation as inhibiting factors in community empowerment through Village-Owned Enterprises (BUMDes) in Soguo Village, this shows that there are significant challenges in the implementation of Law No. 6 of 2014 concerning Villages and Permendesa No. 4 of 2017 which regulates the management of BUMDes. Based on the Village Law, the village government has an obligation to empower the community through various programs, one of which is the management of BUMDes as a driving force for the village economy. In this context, BUMDes must be a strategic means for community empowerment, but these findings reveal a discrepancy with the legal mandate.

First, related to the limitation of funds, although the Village Law provides space for villages to manage and allocate village funds independently, in practice many villages face difficulties in optimal fund management. Permendesa No. 4 of 2017 also regulates the use of village funds that should be used for the development of BUMDes, but in reality, limited funds hinder the sustainability and expansion of businesses managed by BUMDes. This happens because the funds allocated are often insufficient to support all planned

empowerment programs. This condition reflects the need for more efficient and transparent financial planning and management by the village government to ensure that village funds are used appropriately, in accordance with the community empowerment objectives regulated in the Village Law.

Second, related to the lack of community participation, these findings indicate inadequacy in the implementation of the participatory principle stated in the Village Law. Article 2 of Law No. 6 of 2014 emphasizes that one of the principles of village development is the active participation of the community, which should be reflected in every aspect of BUMDes management. However, the low community participation in the management of BUMDes in Soguo Village reflects the obstacles in the communication process and community involvement in planning, managing, and evaluating BUMDes activities. This is also related to the lack of public understanding of the benefits and opportunities offered by BUMDes, as well as the lack of encouragement to actively participate in decision-making related to empowerment programs. In line with the principle of Village Regulation No. 4 of 2017, which emphasizes the importance of community participation in the process of managing BUMDes, it is important for village governments to improve communication and education approaches, as well as increase the capacity of human resources at the village level so that the community better understands and is directly involved in the management of village businesses. Thus, to increase the effectiveness of community empowerment through BUMDes in Soguo Village, there needs to be a concrete effort from the village government to solve these two obstacles. Village governments must optimize the use of village funds with clear and efficient priorities, as well as educate and involve the community more actively in every process of managing BUMDes. A more inclusive and collaborative approach between village governments and communities will help overcome funding constraints and low participation, as well as realize community empowerment goals in accordance with the provisions of Law No. 6 of 2014 and Village Regulation No. 4 of 2017.

## **CONCLUSION**

This study shows that village governments have a very important role in realizing the goals of Law Number 6 of 2014, especially through the management of Village-Owned Enterprises (BUMDes). The village government functions as a regulator, dynamizer, and facilitator in the management of BUMDes. As a regulator, the village government establishes policies that regulate the operations of BUMDes in accordance with applicable legal provisions. As a dynamizer, the village government encourages active community participation in the development of BUMDes and encourages innovation and entrepreneurship. As a facilitator, the village government provides support in the form of training, guidance, and the necessary facilities and infrastructure to support the sustainable management of BUMDes. However, even though the village government has carried out these roles, there are several obstacles that hinder the effectiveness of community empowerment through BUMDes, including limited funds and low community participation in the management of BUMDes. Limited funds affect the ability of BUMDes to carry out empowerment programs optimally, while lack of community participation can reduce the effectiveness of the programs implemented. Overall, the findings of this study provide an important overview of the challenges and roles of village governments in community

empowerment through BUMDes. This study suggests the need for better policy formulation and strengthening the capacity of village governments as well as increasing community participation to improve the success of BUMDes management and community empowerment in villages.

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