

## The Contribution of Asung Daya BUMDes in Increasing Village Original Income (PADes) Jatijajar, Bergas District, Semarang Regency

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### Abstract

Village-Owned Enterprises (BUMDes) are government efforts to create independent and prosperous village communities by relying on the management of the original economic potential in each village. The Jatijajar Village Government took the initiative to form Asung Daya BUMDes as an effort to manage the village's original economic potential so that it can increase Village Original Income (PADes) by utilizing the available original economic potential. This study aims to find out how the contribution of Asung Daya BUMDes in increasing the Village Original Income (PADes) of Jatijajar Village through the role of BUMDes according to Prasetyo in (A. E. Kurniawan, 2016). This research uses qualitative methods and data collection techniques are carried out by interviews, observation, and documentation. The results of this study show that Asung Daya BUMDes have contributed to the increase in Jatijajar PADes. The contribution is made every year by donating as much as 39% of its annual income and can contribute positively in various aspects such as improving the community's economy, community welfare, and public facilities in the village. Even so, there are still some obstacles caused by the lack of employees in the management of Asung Daya BUMDes due to the lack of community participation. This is also caused by public perception that one business unit can interfere with the income of people who have a business. Even so, Asung Daya BUMDes can be a promising solution for improving the economy of villages and communities in them.

## INTRODUCTION

The village is the smallest unit of the state that is very close to the community and is directly able to touch the needs for the welfare of the community (Syarifudin & Astuti, 2020). The village as the smallest government institution is the spearhead in providing services where it directly faces the community. Village economic development is one of the flagship programs during President Joko Widodo's administration by carrying out development through the smallest government unit. In Mahmuh dkk., (2020) mentioned that better development is expected to improve the living standards of rural communities and reduce existing poverty. The government has stipulated Undang-Undang Nomor 6 Tahun 2014 about the village which is used to strengthen the existence of the village where previously it was only used as an object of development, causing the development program not in accordance with the needs of the village community.

Undang-Undang Nomor 6 Tahun 2014 about the village states that development in the village is a planned and sustainable program so as to create a prosperous communi-

ty as aspired to. Changes in behavior, lifestyle, and habits of people from traditional to modern thinking are one of the main factors to achieve this goal. The government has provided village fund assistance to each village in order to help provide benefits so that villages can improve their economy. However, on the other hand, the aid actually has a negative impact, namely the dependence of rural communities on government assistance (Syarifudin & Astuti, 2019). In order to prevent this from happening, the village is expected to form an institution that can develop the potential of the village so that village development can run well.

Center for the Study of Development System Dynamics in Syarifudin & Astuti, (2020) Village-Owned Enterprises (BUMDes) are a manifestation of productive village economic management carried out in a *cooperative, participatory, emancipative, transparent, accountable, and sustainable manner*. Through this statement, BUMDes can be used as economic institutions that can help manage village economic potential and village funds from the government regularly. BUMDes are business entities established by the village government and managed together with the village community. The establishment of BUMDes requires deliberation between the village government and the village community which will create agreement on the goals and benefits of establishing BUMDes.

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The establishment of BUMDes is based on the needs and potential of the village as an effort to improve community welfare (Wahyu dkk., 2019). That way BUMDes can be used as a new economic force owned by the village. BUMDes are expected not only to develop village potential through entrepreneurial activities, but also to generate additional jobs and become a collective forum to accommodate residents' economic activities (Kanti & Sofia, 2020). The employment and collective forum in question are various business units that can be developed by BUMDes in accordance with the potential and circumstances in each village. As a form of productive village economic management, the establishment and management of Village-Owned Enterprises (BUMDes) must be carried out by adhering to the principles of governance of Village-Owned Enterprises (BUMDes), namely participatory, cooperative, accountable, transparent, sustainable and emancipatory (Wahyu dkk., 2019). The management of BUMDes that is responded well will create a business entity that runs effectively, efficiently, administratively, and independently so that it will improve welfare and create independence of rural communities.

The need to conduct government business at the village level is needed to show that business activities managed by the village government through BUMDes are carried out to support the strengthening of Village Original Income (PADes) so that development in the village can be more independent (Pratifri dkk., 2018). The establishment of BUMDes itself also has the aim of increasing Village Original Income (PADes). In the explanation of article 72 paragraph (1) letter a Undang-Undang tentang Desa tahun 2014 What is meant by the original income of the village is based on the right of origin and authority of the village scale. The village's original income (PADes) itself consists of business results, asset results, self-help and participation, mutual assistance, and others. Based on this statement, the results of the business in question include the results of BUMDes that have been established in accordance with the deliberations and agreements of the village government with the village community.

Ramadana in (Suryana, 2022) mentioned that BUMDes as economic institutions have a contribution to increasing village income and meeting the basic needs of villages. Through this, optimization of the village's original income is very important (Suryana, 2022). Increasing PADes in a village will have a good impact on increasing management funds and development financing to create an independent village and improve the welfare of rural communities.

One of the BUMDes that has been established is Asung Daya BUMDes owned by the Jatijajar Village Government. Jatijajar Village is one of the villages located in Bergas District, Semarang Regency. BUMDes Asung Daya, Jatijajar Village was established in 2016. Jatijajar Village itself is located among industrial areas in Semarang Regency, besides that Jatijajar Village has quite a lot of economic potential such as agriculture, animal husbandry, abundant natural resources, and MSMEs.

Asung Daya BUMDes continues to experience development from the beginning of its construction until now. Starting from a small shop built next to Jatijajar Village Hall, now Asung Daya BUMDes already has several types of

business units. The types of businesses run by Asung Daya BUMDes are minimarkets, clean water, building shops, and catering. The first business unit built by BUMDes was a stationery supply store which was originally used to assist the village administration department such as photocopying, binding proposals, and providing other administrative needs for the village community. The stationery store has now developed into a minimarket that provides various needs for the village community. In the minimarket, there are also several MSME products from Jatijajar Village so that Asung Daya BUMDes can also help increase income for MSME actors in Jatijajar Village.

In its development, Asung Daya BUMDes have utilized the potential of natural resources owned by Jatijajar village by forming various business units. Such as clean water management to utilize the potential of spring sources that are adequate enough to provide water needs for the people of Jatijajar Village. BUMDes Asung Daya also formed a building material store business unit that was used to meet the needs of the community where previously they had to look out of the village first to meet these needs. Catering is also one of the business units that has been built by BUMDes Asung Daya. Seeing the large number of food type MSME actors in Jatijajar Village, Asung Daya BUMDes seeks to help increase the income of MSME actors in Jatijajar Village by creating a catering business unit. Some of these business units have been running smoothly and are able to provide jobs for rural communities.

Through several business units that have been built, of course, Asung Daya BUMDes have contributed to Jatijajar Village PADes. With this contribution, Asung Daya BUMDes are known to have helped significantly increase the PADes of Jatijajar Village. This is certainly in accordance with the objectives of BUMDes according to Suprpto,dkk (2019) namely increasing community efforts in managing the economic potential of the village. The development is expected to provide more jobs for rural communities, improve the economy and welfare of rural communities and the contribution of Asung Daya BUMDes in improving Jatijajar PADes.

So far there has been no previous research that examines the contribution of Asung Daya BUMDes in improving Jatijajar Village PADes specifically. For this reason, this article is intended to discuss how the contribution of Asung Daya BUMDes in improving PADes in Jatijajar Village. The analysis was carried out using the theory of the role of BUMDes according to Prasetyo in (A. E. Kurniawan, 2016) which consists of the role of BUMDes as facilitators, the role of BUMDes as mediators, the role of BUMDes as motivators, and the role of BUMDes as dynamicators. The purpose of this study is so that the community can find out how BUMDes contribute in increasing PADes and so that they can be considered by village governments inside and outside Semarang Regency regarding decision making and development in business entities within the village. Therefore, researchers formulated problems related to the contribution of Asung Daya BUMDes in increasing PADes in Jatijajar Village and the obstacles faced during the contribution process.

## RESEARCH METHODS

The research was conducted using qualitative descriptive methods to illustrate how the contribution of Asung Daya BUMDes in improving PADes in Jatijajar Village. Bogdan and Taylor in Abdussamad (2021) mentioned that qualitative research is a research procedure that produces descriptive data in the form of written or spoken words of people and observable behavior, the approach is directed at the setting and individuals holistically. In qualitative research, research is based on the degree of novelty of information to be obtained from situations in reality (Hardani dkk., 2020). To get valid data in assisting the analysis, researchers go directly to the research location. Data collection techniques use observation, interviews, and documentation. Researchers made direct observations on how the contribution process of Asung Daya BUMDes in increasing PADes in Jatijajar Village so that it could answer problems. In addition to direct observation, to corroborate the data, researchers also interviewed informants. The informants selected by the researchers are as follows: 1) Head of Jatijajar Village, 2) Director of BUMDes Asung Daya Jatijajar Village. 3) Secretary of BUMDes Asung Daya Jatijajar Village, 4) BUMDesMa Bergas Mandiri staff, and 5) Jatijajar Village community.

## RESULTS AND DISCUSSION

The results showed that the establishment of Asung Daya BUMDes was based on the initiative of the Jatijajar Village Government which wanted to increase Village Original Income (PADes) by utilizing the abundant economic potential of the village. Asung Daya BUMDes itself was formed in order to become a new economic force for the community and the Jatijajar Village Government in accordance with the Undang-Undang No 6 Tahun 2014 about the Village. Initially, Jatijajar Village PADes only relied on leasing assets and land owned by the Jatijajar Village Government. Then Undang-Undang No 6 Tahun 2014 about the Village mentions the development of Village-Owned Enterprises (BUMDes). This then made the Jatijajar Village Government take the initiative to establish Asung Daya BUMDes involving the Jatijajar Village Government, BPD, and representatives of community leaders. Through Asung Daya BUMDes, the Jatijajar Village Government strives to increase Village Original Income (PADes), develop the economy, and reduce the dependence of rural communities on assistance provided by the government.

At the beginning of the formation of BUMDes, Asung Daya has formed AD / ART which is used to manage all managers involved in BUMDes as well as business entities in general. The formation of AD / ART refers to Peraturan Desa No 5 Tahun 2016 about BUMDes Asung Daya is adapted to the original conditions in Jatijajar Village. After the creation of AD. The ART BUMDes Asung Daya was then officially established on May 20, 2016. At the beginning of its establishment, Asung Daya BUMDes received the first capital from the participation of the Jatijajar Village APBDes capital. The first capital obtained by Asung Daya BUMDes was IDR 6,000,000, - then added another IDR 44,090,900 (Source: Asung Daya BUMDes Report 2021).

The capital was then used to buy raw materials, sales and renovation of the place for the first business unit, namely the Lumbung Jati store.

Through the first business unit formed, Asung Daya BUMDes certainly have a contribution in increasing Jatijajar PADes. In this study, the contribution of Asung Daya BUMDes in increasing Jatijajar PADes uses the role of BUMDes according to A.E. Kurniawan (2016). There are four roles of BUMDes according to A.E. Kurniawan (2016) namely the role as a facilitator, the role as a mediator, the role as a motivator, and the role as a dynamicator. Each of these indicators will be described with the following explanation.

**First, the role of facilitators** is the role of BUMDes in facilitating all forms of planning activities to be built and facilitating the community to improve their welfare through business units that have been formed (A.E.Kurniawan, 2016). The role of facilitator was carried out by BUMDes Asung Daya in the first step by exploring the original economic potential of Jatijajar Village. In the process of extracting economic potential, the method used by Asung Daya BUMDes is to look at the needs of the village community and then adjust it to the available economic potential to form a business unit. Through this step, Asung Daya BUMDes get various potentials, namely springs, agriculture, plantations, and MSMEs. The strategic location of Jatijajar Village which is in an industrial area is also a potential that can be utilized by Asung Daya BUMDes.

The extraction of economic potential then created several new business units managed by Asung Daya BUMDes. Asung Daya BUMDes are now more developed and are able to form at least one business unit every year. In addition to the Lumbung Jati store, BUMDes Asung Daya now has business units in the form of clean water management Tirta Jati which was established in 2017, Jati Perkasa building store and Godong Jati catering which was established in 2019, and Jati Wangi laundry which was established in 2022. The Lumbung Jati store itself has developed more than before and has now moved to a new building and become a modern store that is able to serve stationery sales, printing and photocopying services, food sales, Pertamina, and PPOB services. The Tirta Jati business unit which is in the clean water management business has also been able to drain almost all RWs in Jatijajar Village. The establishment of the business unit is an effort by BUMDes Asung Daya to carry out its role as a facilitator.

**Second, the role of mediators** is a role where BUMDes become a medium in order to be able to realize various proposals and expectations from the community and village government (A.E.Kurniawan, 2016). In its role as a mediator, Asung Daya BUMDes make it happen through the formation of business units that are in accordance with the needs of the community. BUMDes Asung Daya itself said that currently their focus is on meeting the needs of the community through the economic potential of the village. Therefore, the formation of business units in accordance with the needs of the community must be realized through the role of mediators. The establishment of business units in accordance with the needs of the community has been realized such as the establishment of the Tirta Jati business unit



which utilizes economic potential where Jatijajar Village has abundant clean water sources which are then managed by Asung Daya BUMDes. So through this, the community's clean water needs have been managed by Tirta Jati. In addition, the establishment of TB business units. Jati Perkasa is also based on the needs of the village community regarding materials that must be purchased by leaving the village first. Then after the formation of TB. Jati Perkasa can facilitate and meet the material needs of the community without having to look out of the village.

Same with Tirta Jati and TB. Jati Perkasa, BUMDes Asung Daya also formed a catering business unit Godong Jati. In catering Godong Jati, it houses various MSME players of original food in Jatijajar Village. These MSME products will be promoted by Godong Jati catering to consumers within the village and from outside Jatijajar Village. In addition, in other business units such as the Lumbung Jati store, the development is also adjusted to the needs of the village community where they are now able to sell basic necessities, Pertamina, and receive PPOB payment services, making it easier for the village community.

The role of mediators is also realized by conducting socialization to the community about Asung Daya BUMDes programs and business units. Along with the development of technology, Asung Daya BUMDes began to utilize social media such as *whatsapp* which is used to socialize to the community. In addition to utilizing social media, Asung Daya BUMDes also continue to use traditional methods, namely conducting direct socialization. This method allows Asung Daya BUMDes to be directly involved in the community so that they not only socialize programs and business units but can hear criticism, suggestions, and community hopes for the future.

**Third, the role as a motivator** is the role of BUMDes to enter the community and invite the community to participate in every BUMDes business activity and program (A.E Kurniawan, 2016). The role as a motivator is important because community participation will greatly help the running of business units formed by BUMDes. In this study, the people of Jatijajar Village have participated in the Asung Daya BUMDes business unit but it is considered not optimal. In fact, people have participated in every sale of Asung Daya BUMDes business units, but there are still few people who want to join and become employees of Asung Daya BUMDes.

The lack of maximum community participation makes Asung Daya BUMDes have to try to increase community participation. BUMDes Asung Daya has made several efforts to increase community participation. These efforts include employing the community as freelance workers in the Asung Daya BUMDes business unit, collaborating with MSMEs from Jatijajar Village, helping to trade MSME products in the Asung Daya BUMDes business unit. This effort was made so that the community directly felt the benefits of the establishment of Asung Daya BUMDes.

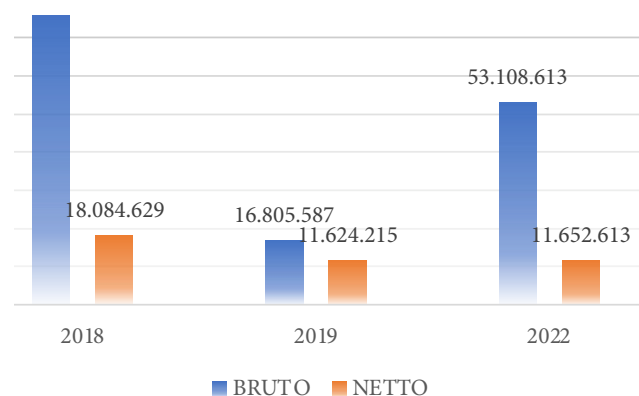
Another effort is to socialize to the community. The socialization is carried out by utilizing social media such as *whatsapp* and direct socialization. In this effort, Asung Daya BUMDes provide understanding to the community that the establishment of BUMDes is for the community and belongs to the community. Through this, it is hoped

that it can create a sense of belonging in the community so that the desire to participate in Asung Daya BUMDes programs and business units can increase from before. This is an effort made by BUMDes Asung Daya in carrying out its role as a motivator.

**Fourth, the role as a dynamicator** is that BUMDes as a formed business entity are expected to provide change and development and invite the community to be involved in the process (A.E Kurniawan, 2016). The development carried out is expected to provide changes, especially in this study, Asung Daya BUMDes so that they can utilize the village's economic potential to the maximum. In this study, Asung Daya BUMDes carried out its role as a dynamicator by evaluating the business units that had been formed.

The evaluation referred to in the role as a dynamicator is a routine evaluation carried out by BUMDes Asung Daya. This action is carried out to maintain and supervise how the management of each business unit in Asung Daya BUMDes. The evaluation is carried out together with the supervisor and is carried out every one to three months. . In addition, the evaluation was carried out to prevent fraud committed in each business unit of Asung Daya BUMDes by certain individuals. This routine evaluation is also useful for improving the quality of service and management in the Asung Daya BUMDes business unit.

The role of dynamicators is also manifested in follow-up efforts in the development of business units carried out by Asung Daya BUMDes. This follow-up is manifested in efforts to develop business units carried out by Asung Daya BUMDes, such as inviting more MSME actors to join. In addition, inviting other government agencies such as Samsat Semarang Regency so that it can facilitate the public regarding tax payments to make it easier. Follow-up efforts are also manifested in the plan to form a new business unit by Asung Daya BUMDes, namely "Jajar Tourism Village". Where in the tourism village business unit, it is expected to be able to utilize more of the original economic potential of Jatijajar Village. The tourism village business unit is planned to invite people who own rice fields to be used as tourist objects, invite MSME players to create village markets, and invite tourism object owners to cooperate and join the Jajar Tourism Village.



(Source: Asung Daya BUMDes Annual Report Document for 2018-2019 & 2022 & Jatijajar APBDs Document for 2018, 2019, and 2022)

**Figure 1.** Contribution of BUMDes Asung Daya in 2018-2019 & 2022

Through this role, Asung Daya BUMDes have certainly succeeded in contributing to the Jatijajar PADes. The contribution of Asung Daya BUMDes is manifested in donations derived from 39% of annual revenue as written in the Asung Daya BUMDes AD/ART. The following is the contribution of Asung Daya BUMDes to the Jatijajar PADes in 2018, 2019, and 2022.

In the graph, it has been recorded about the net contribution given by Asung Daya BUMDes to Jatijajar Village PADes. In 2018 Asung Daya BUMDes succeeded in donating net proceeds to Jatijajar Village PADes as much as IDR 18,084,629, - in 2019 as much as IDR 11,624,215, and in 2022 Asung Daya BUMDes are estimated to donate around IDR 11,652,613,-. The net proceeds given to the PADes are income that has been reduced by the distribution of proceeds to each hamlet in Jatijajar Village.

There are business units such as catering and clean water management that are managed together with the community. In this work, there is a distribution of results between Asung Daya BUMDes and hamlet communities in clean water management and MSME actors in catering business units. Clean water management is a revenue sharing every month where the Tirta Jati business unit gets as much as 30% of the monthly income in each hamlet and the remaining 70% is given to each hamlet. Meanwhile, in the catering business unit, MSME players get a discount of 5% in each order to benefit Godong Jati catering. The results in this business unit are given not through PADes but are given directly to each hamlet and MSME actors in Jatijajar Village.

Through the process of contributing Asung Daya BUMDes in improving PADes in Jatijajar Village, it certainly causes several achievements or positive impacts on the community. In this study, the main positive impact that has been given by Asung Daya BUMDes is being able to increase PADes through their contribution. In 2016, before the Asung Daya BUMDes were running, Jatijajar Village PADes amounted to Rp 23,400,000 (Source: Jatijajar APBDes Document 2016). After the Asung Daya BUMDes were running, Jatijajar Village PADes increased to Rp 990,007,381 in 2018. IDR 512,198,587 in 2019, and IDR 191,108,613 in 2022 (Source: Jatijajar APBDes Document 2018, 2019, and 2022). The income is also combined with income from other Jatijajar Village Government businesses.

The contribution of Asung Daya BUMDes is also manifested in improving the community's economy. The establishment of Asung Daya BUMDes business units has provided jobs to the community and increased community income through collaboration with MSME actors. Business units that are in accordance with the needs of the community with cheaper sales also make it easier for people to meet their needs. The ease of meeting the needs and improving the community's economy also has a good impact on the increasing welfare of the community.

The increasing welfare of the community is another achievement obtained through the contribution of Asung Daya BUMDes in improving PADes in Jatijajar Village. This helps the Jatijajar Village Government to meet the needs of the community, build public facilities and schools, and be able to provide assistance to people in need. BUMDes

Asung Daya itself annually also has a social and education fund budget that is used to build public facilities, help community education, as an emergency fund to help the community if affected by a disaster, and so on. Overall, Asung Daya BUMDes have contributed to improving Jatijajar Village PADes and are able to improve the economy and community welfare.

## CONCLUSION

The establishment of business entities in villages such as Asung Daya BUMDes is not new in Indonesia. However, the establishment of Asung Daya BUMDes finally had a positive impact on improving the economy of the village government and the community in Jatijajar Village. Overall, there has been a significant increase in Village Original Income (PADes) of Jatijajar Village so that it can provide economic improvement and welfare for the people of Jatijajar Village. With the existence of Asung Daya BUMDes, the original economic potential of the village can also be managed so that it can become a new economy for Jatijajar Village.

Even so, in implementing the contribution of Asung Daya BUMDes in increasing PADes Jatijajar Village still encounters obstacles consisting of several things. Such as the lack of employees in the management of Asung Daya BUMDes, causing concurrent positions so that the work and operational management of business units are less effective. In addition, the lack of community participation caused by perceptions from the community who consider one of the Asung Daya BUMDes business units can interfere with the income of people who have similar businesses.

In the future, in order to maintain its existence, Asung Daya BUMDes can develop its business units even wider. This can be done by utilizing the original economic potential of the village such as increasing tourism objects and utilizing MSMEs in addition to food products such as glass etasale craftsmen, convection, and so on. In addition, a high commitment is needed from the management of Asung Daya BUMDes to socialize business units. In addition, the management of Asung Daya BUMDes must also improve communication about its programs and business units with the community in order to increase its participation.

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