

Socialization of Benefits and Management Training in Village-Owned Enterprises as an Effort to Improve Community Welfare in Pamijahan District, Bogor Regency

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Abstract: This Community Service (PkM) activity was carried out in Paminjahan District, Bogor Regency, with the target of RT/RW, Hamlet Head, Village BPD, village government officials, and Village-Owned Enterprises (BUMDes) Management. The business actors involved are those who have businesses in the field of trade and services. This PkM activity was carried out to provide public and business actors with an understanding of the legality, goals, and benefits of BUMDes for increasing development and improving the welfare and prosperity of the community fairly and equitably. Through an increase in Village Original Income (PADes) income, business activities are expected to continue to develop by paying attention to and implementing supporting factors for business activities. Thus, the PkM activities held include socializing about the legality, goals, and benefits of BUMDes and socializing about professional human resource management in managing BUMDes in the village. The socialization was adjusted to the problems and needs faced by BUMDes administrators in Paminjahan District, Bogor Regency. The method of implementing the activity consists of three stages. First, the preparation stage includes pre-survey, team formation, making and submitting proposals, coordinating teams and partners, and preparing training tools and materials. The second stage is the program implementation stage in the form of socialization. Socialization is carried out through counseling (material presentation) and discussion. The third stage is the evaluation and reporting stage. The evaluation was carried out by comparing the conditions of partners before and after the program's implementation with interview and observation methods. After that, a report was prepared for further publication. The material presented in the socialization was in the form of the Legality of BUMDes, as well as the benefits and goals of BUMDes towards increasing development and prosperity for all communities in the village. Based on the results of the implementation, the objectives of this implementation can be broadly achieved, which is shown through the improvement of the value order of society in the field of education, especially in economics.

Keywords: Socialization; Business Legality; Business Management

Introduction

The Government of the Republic of Indonesia has made various efforts to improve the community's welfare, especially in rural areas (Bappenas, 2017; Hadi, 2018; Sutrisno & Aulia, 2020). One of these efforts is establishing Village-Owned Enterprises (BUMDes), a legal entity that independently forms and manages village economic institutions by local village

communities. The government has high hopes for the BUMDes program throughout Indonesia because its optimal implementation can encourage economic progress and improve community welfare in an equitable, fair, and prosperous manner (Mardiyanto & Indriani, 2019; Wahyudi & Siregar, 2017; Yuliana, 2021).

BUMDes capital mostly comes from the wealth of the separated village as stipulated in Government Regulation 72 of 2005 concerning Villages. The existence

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of BUMDes is considered strategic because it is a driving force for the village economy and improves community welfare (Hidayah et al., 2019; Karyana, 2023). BUMDes is a new form of business that utilizes local resources and optimizes existing economic activities (Mardiyanto & Indriani, 2019; Wahyudi & Siregar, 2017; Yuliana, 2021). In addition, BUMDes also plays a role in expanding business opportunities, strengthening village autonomy, and reducing unemployment by managing village economic assets and resources within the framework of community empowerment (Arindhawati & Utami, 2020).

With the enactment of Village Law Number 6 of 2014, villages have full authority in regulating and managing their areas to realize the people's welfare, including financial management and government administration. The government recognizes the importance of village development and has launched various programs to accelerate growth in rural areas. However, the results have not been significant in improving the quality of life of the village community. Therefore, village development must be carefully planned and adjusted to the community's real needs for a more significant impact (Zatalini, 2015).

Through the allocation of Village Funds, villages can manage development, government, and social affairs independently (Kurniawan & Wibowo, 2020; Putra & Yanti, 2022; Setiawan & Suryani, 2020). The allocation of Village Funds reflects the fulfillment of village rights in exercising autonomy based on diversity, participation, democratization, community empowerment, and acceleration of development

(Kurniawan & Wibowo, 2020; Putra & Yanti, 2022; Setiawan & Suryani, 2020).

However, reality shows that many BUMDes in various regions have not run optimally, including BUMDes in Paminjahan District, Bogor Regency. Different factors cause this ineffectiveness, so it has not significantly contributed to the original village income (PADes). Based on observations, most people in Paminjahan District work as farmers, although there are also those engaged in the trade, industry, and service sectors. Therefore, business actors in this region need socialization and training related to the management, benefits, and goals of BUMDes. To answer this challenge, community service activities focus on "Socialization of Benefits and Management Training in Village-Owned Enterprises (BUMDes) as an Effort to Improve Community Welfare in the Village."

Based on the analysis of the situation, there are several partner problems in Paminjahan District, Bogor Regency, namely: (1) lack of competent human resources in the management and financial management of BUMDes; (2) the lack of information received by the public regarding the formation of BUMDes; (3) low public interest and participation in BUMDes programs; and (4) different and contradictory public perceptions regarding the existence of BUMDes in the region.

Method

Activity Stages

The stages of PKM program activities can be seen based on the following Table 1.

Table 1. Stages of PKM program activities

Preparation stage	
Pre-Survey	Identify partner problems and needs (specific issues experienced by partners)
Formation of PKM Team	The team's formation is adjusted to the type of expertise to solve partner problems.
Proposal Making	Preparation of proposals to offer solutions to problems and provision of funds in the implementation of solutions for Partners
Team and Partner Coordination	Planning the implementation of the program conceptually and operationally, and job description from the Team and Partners
Preparation of Training Tools and Materials	Purchase and rental of equipment and manufacture of activity materials
Implementation Stage (Activities Carried Out at Partner Locations)	
Socialization of brand recognition and brand legality in business activities	The activity was carried out through material presentation and discussion (30 minutes)
Brand socialization as a marketing strategy in business activities	The activity was carried out through material presentation and discussion (30 minutes)
Socialization of marketing strategy mechanisms to increase sales	The activity was carried out through material presentation and discussion (30 minutes)
Program Evaluation	
It is done by comparing the conditions of partners before and after the program's implementation. Indicators of program success with positive changes from partners to the existence of BUMDes after the implementation of the program	
Reporting	
The preparation of the report is carried out as a form of responsibility for the program's implementation and then published.	

The stages in implementing the solutions offered to overcome partner problems can be seen based on the problem-solving framework in Figure 1.

Increasing Community Involvement and Perception of BUMDes

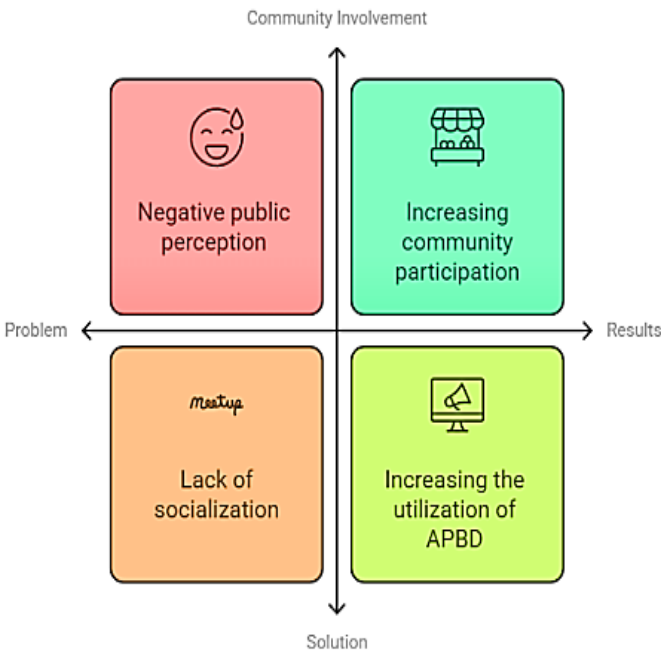


Figure 1. Stages of Implementation of Partner Problem Solutions

Implementation Method

There are several approach methods used in the implementation of the program, including:

1. Socialization

The community service program is conducted through socialization with the Paminjahan District, Bogor Regency community. The socialization was in the form of presenting material to partners related to the problems faced, namely the objectives, functions, and benefits of the existence of BUMDes. The material presented is expected to provide increased knowledge and understanding so that partners can apply it to BUMDes activities. The material that will be delivered to partners includes:

Table 2. Material of PKM Programme

Presenters	Presentation Materials
Village head	Introduction to the legality of BUMDes. Law Number 4 of 2015 concerning the Establishment, Management, and Management of BUMDes
Dr. Shine Pintor S Patiro., ST., MM;	Goals and Benefits of BUMDes. Specifically, the establishment of

Presenters	Presentation Materials
Dr. Hendrian., SE., M.Si	BUMDes is to absorb village labor to increase creativity, productive economic business opportunities, and economic empowerment of village communities.
Dr. Endi Rekarti SE., MSM;	Strategic Management and Marketing Management in BUMDes
Dr. Joko Rizkie Widokarti., SE., MM	
Lasando Lumban Gaol., SE., M.Si., Ak	Financial Management in BUMDes

2. Discussion

After the material was finished, a discussion was followed by questions and answers between the presenters and the participants. The debate was carried out so that the participants better understood the material that had been presented. Through discussions, socialization is not just a transfer of knowledge but can share experiences and problems partners face (Darmawan & Widyawati, 2018; Hasan, 2016; Nugroho & Fitriani, 2021).

3. Partner Participation

PKM partners are communities, farmers, and business actors in Paminjahan District, Bogor Regency, and consist of representatives of RT/RW, BPD, and business actors in each village. Partner participation in the PKM program includes:

- a. Partners as a provider of places for the implementation of socialization activities are located at the Paminjahan District Hall, Bogor Regency.
- b. Partners play the role of socialization participants and actively play a role in discussion/question and answer activities.
- c. Partners are involved in the PKM program, which includes problem formulation, program planning, activity scheduling, program implementation, and the activity evaluation stage.

4. Program Evaluation

Program evaluation is carried out to determine the results and progress of the planned program implementation (Darmawan & Widyawati, 2018; Hasan, 2016; Nugroho & Fitriani, 2021). This evaluation is carried out by comparing the condition of partners before the program is implemented and the condition of partners after the program is implemented (Darmawan & Widyawati, 2018; Hasan, 2016; Nugroho & Fitriani, 2021). In detail, the evaluation of the program can be viewed based on the following Table 3:

Table 3. Evaluation of the PKM program

Program	Criterion	Indicator	Instruments
Socialization of the Legality of BUMDes	Partners' understanding of BUMDes in the village	a. Increasing understanding of BUMDes b. Increasing understanding of the legality of the existence of BUMDes in villages	a. Observation b. Interview
Socialization: Objectives and Benefits of BUMDes. To absorb village labor, increase creativity and opportunities for productive economic businesses, and economic empowerment of village communities	Partners' understanding of the goals and benefits of BUMDes. Development that prioritizes community participation to participate in planning, implementing, supervising, and taking responsibility	Increase community participation to participate in planning, implementing, and supervising the development of BUMDes and take responsibility for BUMDes activities	a. Observation b. Interview

5. Program Sustainability

After the entire program is completed, it is essential to plan the sustainability of the program. The sustainability of the program in the field after PKM activities are completed includes:

- a. Monitoring the development and development of BUMDes business
- b. Monitoring of business development strategies by BUMDes management.
- c. Monitoring Village Original Income (PADes) from community business income in Paminjahan District, Bogor Regency.

The sustainability activities of the PKM program are related to improving the welfare of the community as a whole so that it does not create a business model that is hegemonized by certain groups at the village level (Fahmi & Putri, 2017; Purnomo & Setyo, 2019; Rini & Sofyan, 2022). This means that, in this case, rules are realized in a solid institutional mechanism. Strengthening institutional capacity will be directed to the existence of regulations that bind all Monitoring members, starting from planning, implementation, and evaluation.

In the Regulation of the Minister of Home Affairs Number 39 of 2010, article 5, paragraph 1 concerning Village-Owned Enterprises, BUMDes can be established according to the needs and potential of the village. Furthermore, what is meant by "village needs and potential," as stated by Fahmi & Putri (2017), Purnomo & Setyo (2019), and Rini & Sofyan (2022) are: a) Community needs, especially in fulfilling basic needs, b) There are village resources that have not been utilized optimally, especially village wealth and there is demand in the market, c) There are available human resources who can manage business entities as economic driving assets community, d) The existence of business units that are economic activities of community members that are managed partially and are less accommodated.

Monitoring Socialization about BUMDes to the village community carried out by the Village

Government, BPD, and KPMD (Village Community Empowerment Cadre) aims to make the village community and village institutions understand BUMDes, the purpose of establishing BUMDes, the benefits of establishing BUMDes and innovative-progressive efforts in convincing the community that BUMDes will provide benefits to the village (Fahmi & Putri, 2017; Purnomo & Setyo, 2019; Rini & Sofyan, 2022).

Result and Discussion

To improve the village economy and empower the community, Village-Owned Enterprises (BUMDes) are one of the strategic programs aimed at creating village independence (Budianto, 2020; Sutaryo & Prasetyo, 2017; Suwarno & Alamsyah, 2021). However, many villages still do not fully understand the potential and benefits of BUMDes management. Through this PKM program, we strive to provide socialization about the importance of optimal BUMDes management so villages can maximize local resources. The objectives of the activity are as follows:

- 1. Increase public awareness about the importance of BUMDes.
- 2. Providing an understanding of effective BUMDes management.
- 3. Encourage community participation in the development of BUMDes.

The implementation of the activity is carried out by:

- 1. Socialization and interactive discussions were carried out through the presentation of material related to BUMDes, followed by a question and answer session to explore the problems faced by the community.
- 2. The simulation of BUMDes management provides examples of real village business management cases, including financial and business management.
- 3. Preparation of Follow-up Plan (RTL). Participants were involved in developing a BUMDes management plan based on local potential.

Based on the activities carried out, the following results were obtained:

1. Increasing public knowledge. The community understands the strategic role of BUMDes in increasing village income and community welfare.
2. Awareness of local potential. The community can identify the potential of village resources developed through BUMDes.

Commitment to implementation. Several villages have developed plans to establish or develop BUMDes involving community groups.

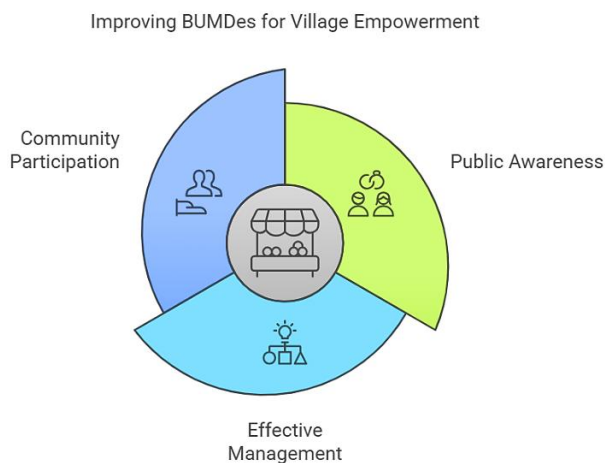


Figure 2. Increasing BUMDes for Village Empowerment

This activity received a positive response from the community and village officials. However, the challenge faced is the limited technical understanding of business management and access to capital. Henceforth, further training and more intensive mentoring are needed. Through this socialization, it is hoped that the village will be able to utilize BUMDes as one of the driving forces of the local economy. Further programs in the form of technical training and assistance in managing BUMDes need to be planned to strengthen the impact that has been achieved.

To overcome the problem of lack of human resources (HR) who can carry out the management and financial management of Village-Owned Enterprises (BUMDes) in Pamijahan District, Bogor Regency, here are some solutions that can be done.

Locally-Based Training and Education, with the following Steps:

1. BUMDes Management Training: Hold regular training for village officials, BUMDes administrators, and the community related to business management, strategic planning, and financial management.
2. Vocational Education: Cooperation with vocational education or training institutions focusing on entrepreneurship and accounting.

3. Practical Workshops and Simulations: Host real-life, practice-based workshops to improve technical skills.

The goal is to improve BUMDes administrators' competence in business and financial management so that they are more professional. Professional Mentoring, with the following steps:

1. Recruit Local Consultants: Involve BUMDes consultants or village assistants to provide intensive guidance.
2. Mentorship with Experienced Practitioners: Connect BUMDes administrators with successful practitioners from other villages to share experiences and knowledge.
3. Periodic Evaluation: Mentoring should be followed by a performance evaluation to ensure that the implementation is going well.

The goal is to create effective BUMDes governance with the support of experts. Recruitment of Competent Human Resources, with the following steps:

1. Cooperation with Universities or Vocational Schools: Involve vocational students or graduates in accounting, economics, or business to help BUMDes as part of community service.
2. Local Community Empowerment: Identify the potential of local communities with a knowledge base or experience in financial management.
3. Competitive Incentives: Offer attractive incentives to attract quality human resources from villages or surrounding areas.

The goal is to accelerate the filling of key positions in the organizational structure of BUMDes. Digitization of BUMDes Management, with the following steps:

1. Use of Financial Applications: Implement simple applications for financial recording, such as SIAPIK (Village Financial Application System) or other business management software.
2. Digitalization Training: Train BUMDes administrators to operate technology and utilize the internet in marketing and data management.
3. Partnerships with Technology Start-Ups: Collaborations with start-ups focusing on village digitalization to help with implementation.

The goal is to improve the efficiency of BUMDes management through digital technology.

Increasing Public Awareness and Motivation with the following steps:

1. The Importance of BUMDes Campaign: Socialize with the community about the strategic role of BUMDes in improving village welfare.

2. Performance Awards: Give appreciation to individuals or groups that contribute to the successful management of BUMDes.

Youth Involvement: Involve the young generation of villages to contribute through internship programs or leadership in BUMDes.

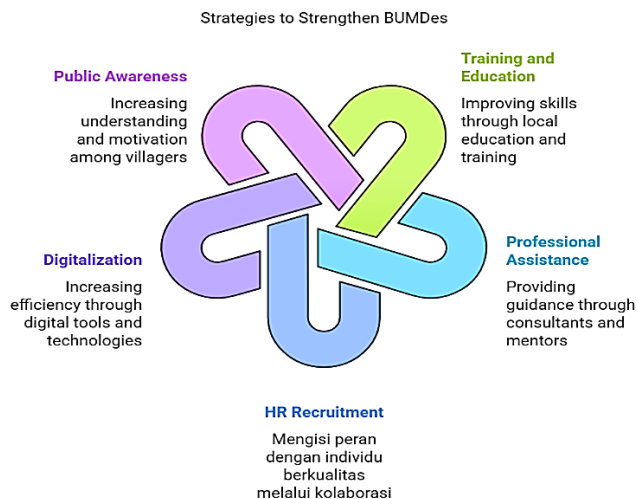


Figure 3. Strategy for Strengthening BUMDes

The primary purpose of this effort is to increase community involvement in supporting and running Village-Owned Enterprises (BUMDes). Close cooperation between the government and the private sector is needed to achieve this goal. Steps that can be taken include collaboration with related agencies, partnerships with companies through Corporate Social Responsibility (CSR) programs, and access to grants and assistance from relevant agencies. By expanding resource support and accelerating the development of quality human resources (HR), it is hoped that BUMDes can function optimally in supporting the village economy.

One of the challenges faced is the lack of information obtained by the Paminjahan District, Bogor Regency community regarding the formation of BUMDes. To overcome this problem, intensive and targeted socialization needs to be carried out. Steps that can be taken include holding village meetings and community deliberations to convey information related to BUMDes, involving community leaders in information campaigns, and conducting door-to-door visits to provide direct explanations. In this way, it is hoped that information about BUMDes can be spread evenly and understood by the entire community.

The use of local media is also an essential strategy in disseminating information about BUMDes. Village information boards, social media, and community radio can be used to reach people with limited access to digital

information media. In addition, education through participatory activities such as workshops, BUMDes simulations, and village product exhibitions can increase community involvement and understanding through hands-on experience. With these steps, it is hoped that the public can better understand the importance of BUMDes and actively participate in its management.

Increasing the village apparatus's capacity is also this effort's primary focus. Training for village officials and capacity building of village facilitators will ensure that they can effectively convey information to the community. In addition, creative campaigns through leaflet distribution, educational video screenings, and special events can attract public interest to learn more about BUMDes. With a fun and informative approach, it is hoped that the public will be more interested in being involved in existing programs.

Collaboration with external parties, such as local governments, non-governmental organizations (NGOs), and academics, is also essential to expand access to information. Through this collaboration, it is hoped that the public can get more comprehensive details on BUMDes. Evaluation and feedback from the public also need to be carried out to ensure the effectiveness of information delivery and improve less successful approaches. By combining these various strategies, the community in Paminjahan District is expected to be more actively involved in the BUMDes activity program.

In addition, engaging and relevant socialization must be carried out to overcome the lack of interest and public response to the BUMDes activity program. Practical information delivery, use of creative media, and involvement of local figures can help build understanding and attract public attention. Providing examples of success from other villages that have successfully managed BUMDes can also increase community motivation. A participatory and inclusive approach and incentives and rewards for actively participating communities will encourage their involvement in BUMDes programs.

Finally, to overcome different and contradictory public perceptions regarding the existence of BUMDes, steps need to be taken to identify the root cause of perception problems. Through public opinion surveys and conflict analysis, it is hoped that problems can be mapped. Open and transparent socialization and the involvement of community leaders and local leaders will help improve public understanding and create healthy dialogue. With a participatory approach, continuous education, and transparency in BUMDes governance, it is hoped that differences in perception can be appropriately managed so that BUMDes can function optimally as a driving force for the village economy.

Increasing BUMDes Community Involvement

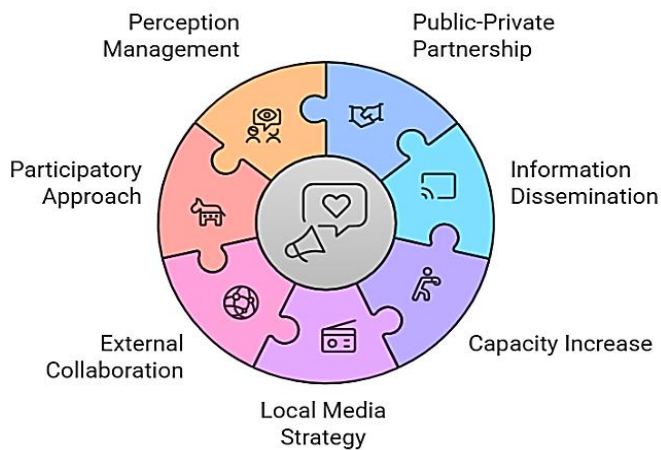


Figure 4. Increasing Community BUMDes Involvement

Conclusion

Based on the results of the implementation of the Community Partnership Program (PKM) regarding the socialization of benefits and management training at Village-Owned Enterprises (BUMDes) in Pamijahan District, Bogor Regency, it can be concluded that the socialization of BUMDes is crucial to provide a significant understanding to the village community about the potential and economic opportunities that can be obtained through the management of BUMDes. The community now realizes that BUMDes not only functions as a business institution but also as a means to improve the village economy. With adequate socialization, community participation in BUMDes activities and programs is increasing. In addition, management training for BUMDes managers has proven crucial to improve their ability to manage resources efficiently. The training materials focusing on financial management, business planning, and marketing of BUMDes products have had a positive impact. However, there are still challenges in managerial skills in some villages that require continuous training.

Overall, intensive socialization and proper management training have contributed to improving the welfare of the village community. The community is now more open to participating in economic activities managed by BUMDes, creating new jobs, and increasing family income. A well-managed BUMDes program also directly impacts village facilities and infrastructure, which in turn improves the community's quality of life. However, challenges such as the limitation of human resources who have managerial skills and lack of support from external parties are still necessary.

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