

ANALYSIS OF BUMDESA COMPETITIVENESS STRATEGY THROUGH THE UTILIZATION OF TOURISM OBJECTS TO IMPROVE COMMUNITY WELFARE

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ABSTRACT: The purpose of this study is to formulate an analysis of the competitiveness strategy of village-owned enterprises through the use of tourist objects. This study uses a qualitative approach through in-depth interviews with several informants. The informants used in this study were 15 informants, consisting of village heads, BUMDesa managers, community leaders, and visitors. The analytical method used to formulate an analysis of BUMDesa's competitiveness strategy is SWOT analysis (Strength, Weakness, Opportunity, and Threat). Before carrying out this analysis stage, a data quality test is first carried out, namely a validity test and a reliability test.

Keyword: Strategy power competitive BUMDesa, utilization object tour, public welfare

1. INTRODUCTION

The village is the smallest part of the state administration, closest to the people, and most directly affected by their desire for prosperity. The village is recognized as a territorially distinct legal community unit that has the power to administer local government affairs, community initiatives, origin rights, and/or traditional rights that are respected and recognized within the Unitary State. Compared to urban economic development, rural economic growth is often considered slower. Two strategies are needed to modify it, namely: first, the need for the community to make changes and prevent unwanted things, second, the political will and ability of the village government to carry out community development goals (Maria Rosa Ratna Sri Anggraeni, 2016).

One of the driving wheels of the village economy is the availability of BUMDesa. BUMDesa is a company in which all or most of the capital is held by the village through direct participation from the village's wealth which is divided in the framework of management of assets, services and other companies for the greatest prosperity of the village community. In theory, if BUMDesa can be handled effectively, Village Original Income (PADes) will also increase for the Village Government (Ridwan et al., 2016). In

order to improve welfare and give more power to the community, the village government is encouraged by this little income to build business entities with village coordination, such as BUMDesa (Subehi et al., 2020).

Optimizing village potential can be one of the solutions in supporting the existence of BUMDesa. One of them is the tourism sector, where this sector is believed to be able to contribute positively in increasing the income and welfare of rural communities. According to Primadany (2019), tourism is a temporary journey, individuals or groups that are led from one location to another that seek harmony and environmental satisfaction in the social, cultural, natural and scientific spheres. In addition, one of the most important aspects of a tourism destination is the existence of nature and the environment that is still alive and genuine (Mahyudin et al., 2020). According to Srirejeki et al. (2020) it is important to formulate a BUMDesa development strategy.

Table 1
Sinar Tani BUMDesa Competitiveness Strategy Data

No	No Program/Activity	Budget Allocation (Rp)	Source	output	Success Indicator	Execution Time
1	Usha BRILink Services	50,000,000	participat ionn BUMDes a capital from the Village Fund	Developme nt of business facilities and income orientation of the BUMDesa Service Business Unit	Establish good partnerships with the community and managemen t of business units professionally	Fiscal Year 2022/2023
2	Agricultural Business and General Trading	20,000,000	participat ionn BUMDes a capital from the Village Fund	Collaboratin g with KWT and other communitie s to develop agricultural cultivation so that BUMDesa can market products farmer to Market (Modern	Socializatio n and good cooperation with farmers, as well as commitmen t and transparenc y of the impact of the large income from this	Fiscal Year 2022/2023

				market	business opportunity Will be an indicator success	
3	MSME Business / Home-based creative industries (Home Industry)	30,000.000	BUUMDesa Equity Participation from the Village Fund	The presence of superior village products that can create jobs and have high economic value for the community and can contribute to PADes	Consistency of human resources or business actors in running the business; Have high creative power and be innovative in managing and running a business; Able to adapt to the development and technology.	Fiscal Year 2022/2023

Source: BUMDesa Sinar Tani

Based on the description above, the purpose of this study is to formulate a BUMDesa competitiveness strategy through the use of wisata objects to improve the economic welfare of the community.

2. LITERATURE REVIEW

2.1. BUMDesa Development Strategy

The word "strategy" was first used in a military context, where it was understood to refer to the art of planning (operations) of warfare, especially in relation to troop movements and navigation in police wars, which were considered the most profitable to win (Asrori, 2016). In achieving the implementation strategy, namely strengthening HR and science and technology capabilities in supporting the development of main programs in each economic corridor (Yusuf Qamaruddin et al., 2019).

BUMDesa stands for Village Owned Enterprises as a potential new economic power in rural areas. One way to reduce the dependence of rural communities on government assistance and enable them to explore regional potential is a village economic

development strategy through BUMDesa. BUMDesa is an organization/institution run by the village and local government. BUMDesa no longer operates according to official directions, is free from outside influence, and operates for the benefit of the local community. In addition, village needs and potential are utilized to build local commercial institutions run by the community and village government.

In general, many BUMDesa managers still ignore the core concept of BUMDesa. The community and BUMDesa managers realize that the main objective of this organization is to increase capital through savings and loan business units. Therefore, Sinar Tani BUMDesa in the Sukamaju sub-district, in addition to a savings and loan business, also realizes an agricultural business, financial transaction services, and can manage vacant land to be used as a tourist attraction called Towelangi Hill.

2.2. Tourist attraction

Tourism is a travel activity carried out by a person or group of people by visiting certain places for recreational purposes, personal development, or studying the uniqueness of the tourist attractions visited within a certain period of time. According to Sar (2021) the existence of tourist objects can have a significant impact on the improvement and welfare of the community.

In the village of Tamboke there are many large natural village potentials to be developed by BUM Desa Sinar Tani as a tourist attraction. But in managing and developing this potential it is not enough to have enthusiasm and courage but need financial support, both from the village government and third parties and the community.

Apart from that, ideas and strategies are also needed to improve the welfare of rural communities in managing tourism objects, namely using them as an alternative tourism product that can spur sustainable rural development (Mahyudin et al., 2020).

2.3. Public welfare

According to Mustangin et al. (2017) to achieve the goal of strengthening the community to be empowered and prosperous, a correct procedure must be carried out. The following are a number of things that need to be achieved as part of an empowerment program and involving the community that is run by a Tourism Village managed by BUMDesa, namely: 1) Forming a village team, and Assistance; 2) The community must be the main actor, therefore, the active participation of the community itself is required; 3) Community involvement in managing tourism objects; 4) The community participates in order to make tourism programs successful; and 5) Capacity building in the field of tourism, and maintaining the cleanliness and authenticity of the surrounding natural attractions.

Thus, BUMDesa Sinar Tani in developing and improving the welfare of the Tamboke Village community has created a work program in the form of policies to achieve BUMDesa goals and objectives, namely: first, encouraging the development of informal sector micro-enterprises for employment; second, Providing services to the needs of society; third, Supporting the strengthening of community business activities in establishing cooperation with various parties; fourth Facilitating and fostering the community in business activities; and fifth, strengthening ties between members of the

community, as a center for economic services and as an economic unit for the village community.

According to Porter's Five Forces Theory is a method used to determine industrial strength based on external factors of the company. This approach is based on Industrial Organization theory, which argues that

Businesses must pay attention to external circumstances to achieve competitive advantage. Michael Porter, a management expert who argues that industry strength in competition is the most critical aspect that determines company performance, supports this view. Porter's Five Forces as a tool for analyzing industry competition conditions are described as follows:

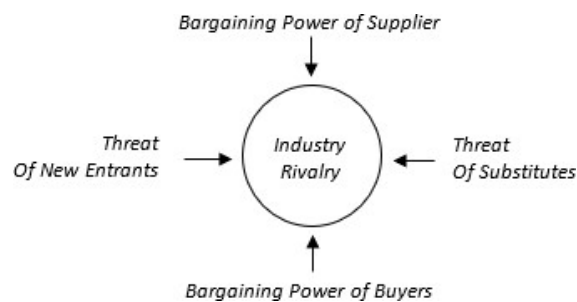


Figure 1. Porter's Five Forces Model

3. METHOD

3.1. Informant

Informants are people who are used to provide details about the context and circumstances surrounding the research (Lexy J. Moleong, 2019). The informants used in this study. The 15 informants were conducted through in-depth interviews so as to obtain data authenticity (Subehi et al., 2020).

3.2. Data analysis method

To ensure the quality of all statement items used in this study, validity and reliability tests were carried out. Validity test is used to measure the legitimacy or validity of a questionnaire (Ghozali, 2017). The validity test uses the The Product Moment Coefficient correlation formula, namely by looking at the recount and significance/probability value of each question item compared to a significant level of 5%. Furthermore, to test the reliability of the measurement instrument, the Cronbach's Alpha procedure was used ($\alpha > 0.60$). Furthermore, to formulate a research strategy using observation from the survey method which is descriptive quantitative in nature with the SWOT analysis method. The research approach was carried out by giving questionnaires and interviewing informants. In determining SWOT factors (Strength, Weaknesses, Opportunities, Threats) search data using interviews (Rachmawati, 2007). Swot analysis is a widely used method in strategy development, strategic planning, and decision making (Wang et al., 2020).

3.3. Operational Definition of Data

As for operational definitions, from several initial interviews with informants, several indicators were found:

1) Internal factors

Variables in internal factors were developed on indicators consisting of strengths and weaknesses, these two items were measured based on the results of identification and interviews with informants (Faksi & Marina, 2020), including:

- a. Able to make a significant contribution to improving the welfare of citizens in managing tourist objects.
- b. Strategic location of tourist attractions so that visitors can easily reach them.
- c. Creating business opportunities and reducing unemployment, being able to build and develop the potential of Tamboke Village Nature Tourism.
- d. BUMDesa Sinar Tani manager who is professional in serving customers.
- e. The entire Tamboke Village community does not understand the management of Village Owned Enterprises (BUMDesa).
- f. Disclosure of information regarding the results of implementation of Village Owned Enterprises to the Community.
- i. The Village Government fully supports Nature Tourism Management.
- g. Not yet involving the community in planning meetings to accountability regarding Village Owned Enterprises (BUMDesa).

2) External Factors

Variables in external factors are based on indicators consisting of opportunities and threats, these two items are measured based on the results of identification and interviews with informants, including:

- a. Increasing village original source income and providing services to community needs.
- b. As a center of economic services and is an economic unit of the village community.
- c. Easier to get capital to develop a business.
- d. Strengthening ties between community members through a forum for positive and productive activities in Village-Owned Enterprises.
 - e. Lack of tourist visitors during the rainy season.
 - f. The trust and capital participation of the Village Government does not work.
 - g. Lack of education and information to Public about purposeBUMDesa.
 - h. Lack of skills and skills in managing tourist attractions.

4. RESULTS AND DISCUSSION

4.1. Validity and Reliability Test

In the following, the results of data processing validity and reliability test indicators/items of strengths, weaknesses, opportunities and threats are presented, namely:

Table 2
Validity and Reliability Test Results Indicators/Questions Strengths,

Weaknesses, Opportunities, and Threats

Variable	Indicator	Anti Image	KMO	Cronbach's Alpha	Information
Strength	KKT1	0.637	0.669	0.772	Valid and Reliable
	KKT2	0.667			
	KKT3	0.671			
	KKT4	0.710			
Weakness	KLMH1	0.469	0.570	0.652	Valid and Reliable
	KLMH2	0.562			
	KLMH3	0.562			
	KLMH4	0.719			
Opportunity	PLG1	0.809	0.805	0.846	Valid and Reliable
	PLG2	0.765			
	PLG3	0.809			
	PLG4	0.865			
Threat	ACMN1	0.682	0.686	0.769	Valid and Reliable
	ACMN2	0.700			
	ACMN3	0.682			
	ACMN4	0.679			

Source: primary data processed, 2022

4.2. Determine the IFAS (Internal Strategic Analysis Summary) and EFAS (External Strategic Analysis Summary) Matrix

The strategic analysis factors for BUMDesa competitiveness obtained were then formulated in the form of IFAS (Internal Strategic Analysis Summary) and EFAS (External Strategic Analysis Summary) tables, which previously formulated IFAS and EFAS, which were weighted for each strategic factor. The following table presents the value and weighting as well as the weighting and rating:

Table 3. IFAS Calculation Results (Internal Strategic Analysis Summary)

Internal Strategy Factors	Integrity/Valuation	Weight	Ratings	Score (Weight x Rating)
Strength				
KT1	3	0.300	5	1,500
KT2	3	0.300	5	1,500

KT3	2	0.200	4	0.800
KT4	2	0.200	4	0.800
Total	10	1,000		4,600
Weakness				
KL1	3	0.300	5	1,500
KL2	3	0.300	4	1,200
KL3	2	0.200	4	0.800
KL4	2	0.200	4	0.800
Total	10	1,000		4,300
Total	20			8,900

Source: primary data processed, 2022

Table 4.EFAS Calculation Results (External Strategic Analysis Summary)

External Strategy Factors	Integrity/Valuation	Weight	Rating	Score (Weight x Rating)
Opportunity				
PL1	3	0.300	4	1,200
PL2	3	0.300	4	1,200
PL3	2	0.200	4	0.800
PL4	2	0.200	5	1,000
Total	10	1,000		4,200
Threat				
AC1	3	0.300	4	1,200
AC2	2	0.200	4	0.800
AC3	3	0.300	5	1,500
AC4	2	0.200	5	1,000
Total	10	1,000		4,500
Total	20			8,700

Source: primary data processed, 2022

4.3. Determine Quadrant Position

Based on the IFAS Classification in Table 3 and EFAS in Table 4 it is known that the total score for internal strategic factors is 0.300, while the total score for external strategic factors is -0.300. To find out the strategic description of village-owned enterprises based on the IFAS and EFAS formulations in table 3 and table 4, then they are calculated using the internal external matrix (IE matrix) in the following figure:

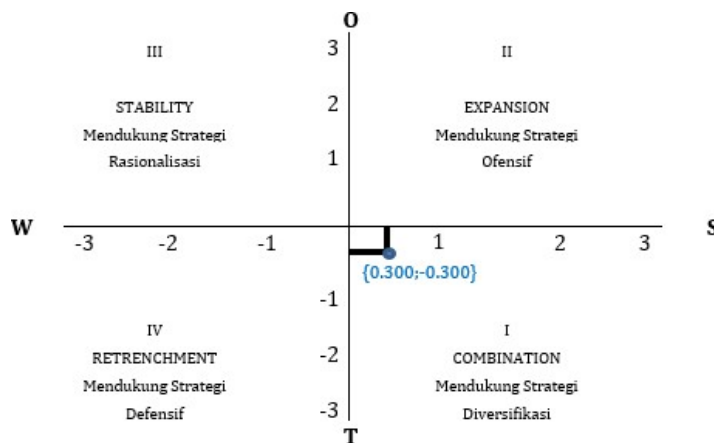


Figure 2.
SWOT Matrix Diagram Source:
SWOT analysis results, 2022

Based on the results of the calculation of the IFAS and EFAS Matrix, the Quadrant position of the SWOT Matrix is obtained, namely:

In Quadrant I Position

$$\text{Strengths} - \text{Weaknesses} = 4,600 - 4,300 = 0,300$$

$$\text{Opportunity} - \text{Threat} = 4,200 - 3,500 = -0.300$$

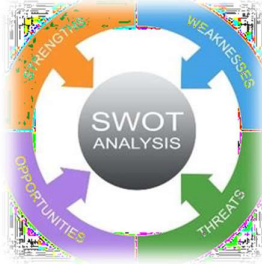
Based on the results of research that has been carried out through the SWOT analysis approach, several strategies were born, namely:

- 1) ST Strategy
 - a. Disclosure of information regarding documents resulting from the implementation of Sinar Tani Village Owned Enterprises (BUMDesa) to village officials and the community.
 - b. BUMDesa Sinar Tani, makes good use of local human resources and natural resources, at any time organizes programs that can develop village potential, such as providing training and counseling to farmer groups, the community, youth for entrepreneurship and good farming.
 - c. Make innovations that can attract people's interest.
 - d. The Village Government/Village Head supervises, monitors, and supports every BUMDesa activity plan in developing tourist objects in accordance with the provisions, to improve the welfare of the community, especially in Tamboke Village.
 - e. The manager of the Tolewangi hill tourism object is to anticipate natural disasters such as floods and so on.

- f. Every activity is to be documented and disseminated through social media related to tourist objects.
- 2) SO strategy
- BUM Desa Sinar Tani must be able to take advantage of the facilities and support provided by the village government, for example, skills development and business governance training activities.
 - BUM Desa Sinar Tani always creates business opportunities for the community and empowers young people to reduce unemployment, and is able to build and develop the natural tourism potential of Tamboke Village.
- 3) WO strategy
- Involve the community in planning meetings to accountability regarding Village Owned Enterprises (BUMDesa).
 - BUM Desa Sinar Tani must be able to take advantage of the facilities and support provided by the village government, for example assistance in the form of business capital and the availability of natural tourist sites.
- 4) WT Strategy
- BUM Desa Sinar Tani involves the community to improve the economic conditions of the community through natural tourism management, savings and loans, buying and selling of agricultural products and other businesses.
 - BUMDesa actively carries out digital promotions amid current technological developments and collaborates with partners who are ready to carry out event activities at tourist locations.

For more details, the formulation of the strategy from the results of the analysis is presented in the SWOT matrix (Table 5).

Table 5.
SWOT Matrix

<p>INTERNAL FACTORS</p>  <p>EXTERN</p>	<p><u>Strength (S)</u></p> <ul style="list-style-type: none"> • Able to make a significant contribution to improving the welfare of citizens in managing tourist objects (KT1). • Strategic location of tourist objects so that they are easily accessible by visitors (KT2). • Creating business opportunities and reducing unemployment, being able to build and develop the natural tourism potential of Tamboke Village (KT3). • BUMDesa Sinar Tani 	<p><u>Weakness (W)</u></p> <ul style="list-style-type: none"> • The people of Tamboke Village do not fully understand the management of BUMDesa (KL1). • Disclosure of information regarding the results of BUMDesa implementation documents to the public (KL2) • The village government fully supports the management of nature tourism (KL3).
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<p>AL FACTOR S</p>	<p>Manager who is already professional in serving customers (KT4)</p>	<ul style="list-style-type: none"> • Not yet involving the community in planning meetings to accountability regarding BUMDesa (KL4)
DEVELOPMENT STRATEGY FORMULA		
<p><u>Chance (O)</u></p> <ul style="list-style-type: none"> • Increasing village original source income and providing services to community needs (PL1). • As an economic service center and a village community economic unit (PL2). • Easier to get capital to develop a business • Strengthen the relationship between inha bitant community through a forum (PL4). <p><u>Threat (T)</u></p> <ul style="list-style-type: none"> • Lack of tourist visitors during the rainy season (AC1). • The Village Government's trust and investment does not work (AC2). • Lack of education and information to 	<p>ST Strategy</p> <ul style="list-style-type: none"> • Disclosure of information regarding the results of the implementation of BUMDesa Sinar Tani to village officials and the community. • BUMDesa Sinar Tani, makes good use of local human resources and natural resources, at any time organizes programs that can develop village potential, such as providing training and counseling to farmer groups, the community, youth for entrepreneurship and farming well • Make innovations that can attract people's interest. • The Village Government/Village Head supervises, monitors, invests and supports every BUMDesa activity plan in developing tourist objects in accordance with the provisions, to improve the welfare of the community, especially in Tamboke Village. • Tolewangi Hill Tourism Object Manager to anticipate if natural disasters occur during the rainy season. • Every activity is to be 	<p>SO strategy</p> <ul style="list-style-type: none"> • BUM Desa Sinar Tani must be able to take advantage of the facilities and support provided by the village government, for example activity training skills development and business governance. • BUM Desa Sinar Tani always creates business opportunities for the community and empowers youth/girls to reduce unemployment, and be able to build and developing the natural tourism potential of Tamboke Village.

the public about the purpose of BUMDesa (AC3).	documented and disseminated through social media related to tourist objects.	
<ul style="list-style-type: none"> Lack of skills and skills in managing tourist objects (AC4). 	<p>WO strategy</p> <ul style="list-style-type: none"> Involve the community in planning meetings to accountability regarding Village Owned Enterprises (BUMDesa). BUMDesa Sinar Tani must be able to take advantage of the facilities and support provided by the village government, for example assistance in the form of business capital and availability of tourist sites. 	<p>WT Strategy</p> <ul style="list-style-type: none"> BUMDesa Sinar Tani involves the community to improve the economic conditions of the community through the activities of Nature Tourism Management, Savings and Loans, Sales and Purchase of Agricultural Products and other businesses. BUMDesa is actively promoting Digital in the midst of current technological developments and cooperating

Source: primary data processed, 2022

4. DISCUSSION OF RESEARCH RESULTS

Based on the results of the analysis, several BUMDesa strategy formulations can be put forward through the management mix approach which are considered effective in supporting the activities of Sinar Tani Village-Owned Enterprises. First, the ST strategy which shows how BUMDesa is recommended to optimize local human resources and natural resources properly, information disclosure, innovation, continuously, and most importantly business capital assistance by the Village Government. Second, the SO strategy shows that there is village government support for Sinar Tani Village-Owned Enterprises so that they can take advantage of the facilities provided, for example, skills development and business governance training activities. In addition, BUMDesa Sinar Tani always creates business opportunities for the community and empowers young people to reduce unemployment,

Furthermore, the WO strategy shows that BUMDesa Sinar Tani must involve the community in deliberations on planning and accountability. In addition, they must take advantage of assistance from the Regional Government in the form of capital participation and the availability of natural tourist sites. The WT strategy shows strengthening networking and business information for BUMDesa. That is, it must improve the economic conditions of the community through the activities of Natural Tourism Management, Savings and Loans, Sale and Purchase of Agricultural Products and other businesses. According to Li & Wang (2021), digital media has been able to bring about

important developments among the public in supporting the progress of business performance. So that,

Based on the positions on the cartecius diagram, important information is obtained that BUMDesa is located in quadrant I. This position indicates that BUMDesa needs to carry out a combination strategy to support BUMDesa's diversification strategy for competitiveness. This is in line with what was stated (Anggraeni, 2016) communication and outreach are important things that must be done by BUMDes so that all information can be conveyed to the village government and village communities.

Thus it can be said that the BUMDesa strategy analysis through competitiveness in the utilization of tourist objects is proven to be able to produce effective strategy formulation for use by Village-Owned Enterprises in operating and utilizing tourist objects to improve the welfare of village communities, especially Tamboke village. This is in line with what was stated by (Lazuardiah et al., 2020) to explore the potential of local human and natural resources, which will eventually be used as a source of village income.

6. CONCLUSIONS AND RECOMMENDATIONS

Based on the institutional analysis, it must encourage the growth of the tourism, agriculture and their derivative products in the context of boosting the rural economy. Regarding plans to improve the community's economy, the village government program to create BUMDesa in each village is very important (Setiana et al., 2021). According to Supardi & Budiwitjaksono (2021) for the planning stage, where village meetings are used to prepare assets. Bumdes can also benefit from well-managed assets to increase the village's initial income. Financial reports are always submitted to the Bungurasih Village Government at the end of each fiscal year as a means of accountability for BUMDesa. Regarding the limitations faced in managing assets at BUMDesa Sinar Tani,

Some of the limitations of this research include, first, this research focuses on the Tolewangi hill tourism object which is managed directly by BUMDesa Sinar Tani, so that the results of the formulation of BUMDesa competitiveness strategy analysis in the utilization of tourist objects produced are limited in use and limited informants. This means that the results of this study are not optimal if implemented on other tourist objects that have different characteristics from the Tolewangi hill tourist attraction. It is suggested for future researchers to research tourist objects other than Tolewangi Hill in Tamboke village, and increase the number of informants, for example the Department of Tourism and others. Second, this study uses interviews and informants.

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