

The Effectiveness of the Implementation of Digitalization Through Web E-Commerce in Janti BUMDes to Increase Economic Competitiveness

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ABSTRACT

Objective: This study aims to analyze the effectiveness of digitalization through the e-commerce platform of BUMDes Janti, Waru District, Sidoarjo Regency, in enhancing the economic competitiveness of the village, particularly by increasing market access and income for local MSMEs. **Method:** A descriptive qualitative approach with a case study design was employed, using primary data from in-depth interviews with BUMDes managers and MSME actors, as well as direct observation of the digitalekonomijanti.co.id platform. Secondary data were drawn from official BUMDes documentation, financial reports, journals, and related articles. **Results:** The findings indicate that digitalization via e-commerce has effectively encouraged MSME participation, broadened marketing reach, and improved transaction efficiency, though challenges remain in digital literacy and internet infrastructure. Moreover, BUMDes plays a more significant role as a facilitator, providing infrastructure and technological support, rather than as the primary business operator. **Novelty:** The study highlights that the success of digitalization is not solely determined by BUMDes' direct management but also by its capacity to act as a facilitator that maps local potential, fosters social networks, and adapts technology to community needs, offering an alternative model for digital economic development rooted in local wisdom.

INTRODUCTION

The government encourages the establishment of Village-Owned Enterprises (BUMDes) as a strategic effort to increase the independence and economic welfare of villages. These BUMDes are expected to be able to manage local potential optimally and become the main driver in community-based economic development. BUMDes have become clearer and more organized with laws. All components of the village will monitor and manage the community's small businesses professionally. Regulation of the Minister of Villages Number 2 of 2015 concerning Guidelines for Discipline and Decision-Making Mechanism for Village Deliberation stipulates that Village-Owned Enterprises (BUMDes) are created and managed by villages. BUMDes is an institution that is considered to have the quality to support the improvement of the village economy according to its potential. The implementation of BUMDes is carried out fully from the village community and returns to the village again. This institution indirectly provides rural communities with job opportunities, which over time will improve the economy and overcome the growing problem of poverty. The existence of regulations on the formation of BUMDes that apply, all villages are required to have BUMDes. This certainly creates the attention of many people in the community and village institutions who inevitably have to prepare themselves for the management of BUMDes, which is expected to be able to improve the economy in the village. BUMDes manages a series of community economies through business entities or institutions that are organized with human resources who have expertise, but continue to focus on developing the potential owned by the village [1] [2].

However, in practice, not all BUMDes carry out their role as the main actors of the village economy. BUMDes Janti in Waru District, Sidoarjo Regency, is one example of BUMDes that plays a more role as a facilitator for MSME actors through the development of a web-based e-commerce digital platform. By not managing the business directly, BUMDes Janti focuses on providing a digital ecosystem that allows village MSMEs to market their products more widely.

The development of digital technology has brought significant changes in various sectors of life, including the economy and business. One of the big transformations that has occurred is the shift from conventional to digital marketing. In Indonesia, the growth of e-commerce is a key indicator of this change, with more and more businesses relying on digital platforms to expand market reach. This phenomenon provides a great opportunity for local business actors in rural areas to compete in a wider market, This can be seen from some previous research.

The implementation of marketing digitalization is very important for the development of micro-scale business entities in rural areas, such as Village-Owned Enterprises (BUMDes). The development of BUMDes requires three main pillars: first, institutions and businesses that are encouraged to establish business units based on village potential; second, financial access to optimize economic activities through the provision of financial access in BUMDes; and third, digitalization, which allows BUMDes to facilitate village communities to access the market through marketplace platforms. This digitalization is very urgent, considering the strategic role of BUMDes in the village economy [3]. BUMDes must accept the development of digital technology, especially in the aspect of product marketing, to answer challenges and take advantage of opportunities in the modern economy. Digitalization in marketing allows BUMDes to increase the efficiency, transparency, and market reach of local products.

Based on research by E. Suryani, S. Aisyah Hidayati, and M. Akhyar (2024), the implementation of the SEMETON BUMDes application in Kute Tourism Village, West Lombok, proves that digitalization not only helps overcome the limitations of human resources in the field of accounting and financial management, but also increases professionalism and access to formal financing. This web-based application is designed to record and report finances efficiently as per accounting standards. Through training with the *Participatory Rural Appraisal* (PRA) approach, the management ability of BUMDes in financial recording and reporting has increased significantly. The implementation of the application ultimately accelerates the economic development of tourism-based villages [4].

Another study, conducted by Imam Teguh et al., examined the increase in productivity of BUMDes in Cinyasag Village, West Java, in empowering the community and MSMEs through the digital economy ecosystem. This village has great potential in the agricultural sector, especially Copra products and processed coconut products of export quality. However, marketing is still conventional and understanding of digital marketing is low. The training program includes the use of online marketplaces such as Shopee to market local products, which has succeeded in increasing the competitiveness of MSMEs. As a result, village products began to be marketed digitally, thereby

expanding the market, reducing the digital divide, and improving community welfare. [5].

The third research by Adrian Hartanto et al. discusses the digitalization of BUMDes management in Sumberpudung District, Malang Regency, to encourage the transformation of independent digital villages. Some of the main problems found include the lack of product branding, the lack of use of digital technology, the limitation of competent human resources, management governance that is not optimal, and low awareness of the importance of digitalization. To overcome these obstacles, a more effective marketing strategy, increased use of technology, strengthening human resource capacity, improving governance, and socialization and training for village officials and BUMDes managers are needed [6].

Another research titled Strategies of Village-Owned Enterprises in an Effort to Increase Village Original Income in Cemeng Bakalan Village by Devi Anggraeni Fitria Putri and Isnaini Rodiyah, discusses the management strategy of BUMDes Sumber Rejeki in Cemeng Bakalan Village, which focuses on levy management and waste volume reduction. The strategies used include management coordination, community participation, human resource development, and partnerships with the private sector. Village Original Revenue (PADes) comes from the results of village assets, crooked land, waste management, and *PPOB Taxes*, with BUMDes Sumber Rejeki as the main contributor. BUMDes revenue showed fluctuations, with a significant increase in 2022 but a decrease in 2023. This research emphasizes the importance of local resource management, community participation, and adaptation to market changes to support economic sustainability and village independence [7].

Janti Village is located in Waru District. The cumulative village revenue during the current year is approximately Rp 700 million (data obtained from the reporting banner contained in the village hall). Along with that, the most funds of Rp 700 million are intended for the construction of roads, village halls, health centers, and kamling posts. Very little of these funds are intended for the community as a whole. To overcome this, the Village-Owned Enterprise (BUMDesa) of the Prosperous Civil Society of Janti-Sidoarjo Village was formed. This BUMDes aims to prosper villagers through the business of trading daily necessities to meet the needs of the village community (Mukhlis et al, 2023). This is in line with the demographics of the Janti Village Community which is directly adjacent to the industrial area, namely Brebek-Sier which is generally consumptive so that it can be a target market for BUMDes [8].

However, in its development, BUMDes Janti does not directly manage business units on a large scale, but rather plays a role as a facilitator of the village economy by providing digital facilities for MSME actors to sell online. Instead of being the main actor in economic activities, BUMDes function as platform providers and technology companions, with the hope that local business actors will be able to take advantage of the potential of digitalization to reach a wider market. This role is very important in the midst of digital transformation and low technological literacy among village MSME actors. Therefore, the success of BUMDes Janti in encouraging MSME actors to enter the digital ecosystem needs to be further analyzed through an evaluative approach based on organizational effectiveness theory.

BUMDes Janti in Janti Village, Waru District, Sidoarjo Regency, has taken an innovative step by building an e-commerce digital platform, namely <https://digitalekonomijanti.co.id>. The platform aims to help local businesses market their products more effectively in the digital era. With a vision to achieve economic independence, BUMDes Janti is committed to building a digital ecosystem that can increase the competitiveness of the village economy. This platform provides various business products such as basic necessities, processed products, food, clothing, internet quota, and others.

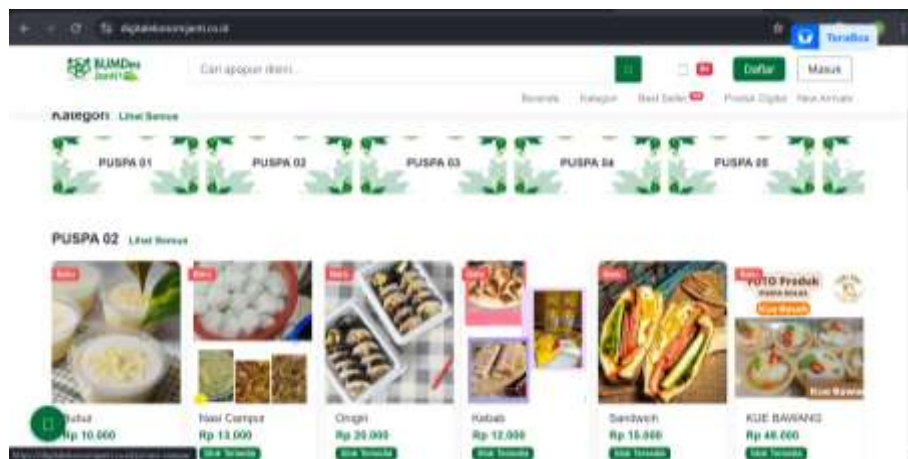


Figure 1. Web Views

Source: www.digitalekonomijanti.co.id/

The image is the main display of the Digital Ekonomi Janti website which can be accessed through <https://www.digitalekonomijanti.co.id/>. This site is designed to support economic digitalization in Janti Village by providing various services for micro, small, and medium enterprises (MSMEs). On the main page, users can find information related to MSME digitization programs, local marketplaces, and technology-based business assistance services.

However, the effectiveness of this platform in supporting the digitalization of MSMEs in Janti is still a question. Some MSME actors face obstacles in utilizing the services provided, such as lack of internet access, and lack of understanding of the benefits of the digital economy. In addition, not all MSMEs in Janti are actively using the available marketplace and digital payment features, so the optimization of this platform still needs to be further evaluated. To access the service, users need to register by entering personal data, such as name, email address, and password. After successfully logging in, they can explore the available features, including MSME product catalogs, digital payment systems, and business training and webinar information. With this platform, it is hoped that MSMEs in Janti can further develop and compete in the digital economy era, although there are still challenges in its implementation [9].

The urgency of this research lies in the importance of evaluating the impact of BUMDes digitalization on village economic growth. Regulation of the Minister of

Villages Number 2 of 2015 requires the establishment of BUMDes as an effort to develop the economy of village communities. However, the implementation of digitalization still faces obstacles such as limited human resources and low understanding of digital technology. Therefore, this study aims to analyze how digitalization through e-commerce platforms can support the competitiveness and sustainability of the village economy. This research also highlights the effectiveness of digitalization of BUMDes in increasing the competitiveness of the village economy. Evaluation is needed to understand the extent to which e-commerce platforms are able to optimize the operations of BUMDes and empower village communities economically.

This study aims to analyze the effectiveness of digitalization through e-commerce web in increasing the income of business actors in Janti Village, evaluate its impact on the community's economic growth, and assess the extent to which e-commerce web can be an efficient and effective solution for local business actors. In addition, this study seeks to assess how successful the Janti BUMDes web is in encouraging digital transformation at the MSME level. The benefits of this research are expected to provide concrete recommendations for Janti BUMDes to increase the effectiveness and efficiency of e-commerce platforms in supporting digital-based village economic growth.

According to Gibson, "Effectiveness is the achievement of goals and objectives that have been agreed upon to achieve the goals of a joint effort. The level of goals and objectives indicates the level of effectiveness. The achievement of those goals and objectives will be determined by the level of sacrifice that has been expended". Effectiveness refers to the extent to which a certain goal can be achieved by using a predetermined method or strategy. In this study, the theory of effectiveness was used to evaluate the extent to which the application of digitalization through web e-commerce can achieve the expected goals [9].

This effectiveness can be measured by the indicators put forward by Richard M. S in Tangkilisan, 2005 in a book entitled *Organizational Effectiveness* said about the measure of effectiveness, as follows: a. Goal achievement, that is, the overall goal achievement effort must be seen as a process. Therefore, in order for the achievement of the final goal to be more guaranteed, it is also necessary to have stages both in the sense of stages regarding the achievement of its parts and stages in the sense of periodization. The achievement of goals consists of several factors, namely: Time period and goals that are concrete targets. b. Integration, which is the measurement of various levels of an organization's ability to hold socialization, consensus development and communication with all kinds of other organizations. Integration concerns the socialization process. c. Adaptation, which is the ability of the organization to adjust to its environment. For this reason, the benchmark of the procurement process and the filling of the workforce are used [11].

Although Janti BUMDes has developed an e-commerce platform, the effectiveness of the digitalization implementation has not been fully measured. Therefore, this study focuses on the formulation of the main problem, namely how effective is the

implementation of digitalization through web e-commerce in Janti BUMDes in increasing the competitiveness of the village economy.

RESEARCH METHOD

Research methods are the science that discusses procedures or paths in relation to research. Meanwhile, according to Sugiyono, the research method is basically a scientific way to obtain data with a specific purpose and use. The method used in this study is a descriptive qualitative research method, which is an activity that seeks the truth of an object carried out in natural conditions which in the research is descriptive, explaining objectively the facts, properties, characteristics and relationships of elements to other elements [12].

This study uses a qualitative descriptive approach with a case study method. This approach was chosen to understand the effectiveness of the implementation of digitalization through e-commerce web in Janti BUMDes in increasing the competitiveness of the village economy. This research was conducted in Janti Village, Waru District, Sidoarjo Regency. The research subjects consisted of BUMDes Janti managers, MSME actors who use digital e-commerce platforms, and local communities who are the main target market [13].

This study uses two main data sources, namely 1) Primary Data: Obtained through in-depth interviews with BUMDes managers, MSME actors, as well as direct observation of the use of e-commerce digital platforms. 2) Secondary Data: Obtained from related documents such as the annual report of the Janti BUMDes, transaction data on the Janti economic digital platform, and references from previous research. Data collection techniques used 1) In-Depth Interviews: Conducted to Janti BUMDes managers to understand the digitalization strategies implemented and to MSME actors regarding the benefits and challenges in using e-commerce platforms. 2) Observation: Directly observe the use of <https://digitalekonomijanti.co.id> website, user interaction level, and the effectiveness of available features. 3) **Documentation:** Collect and analyze financial statements, platform usage statistics, and relevant publications related to the digitalization of the village economy.

The collected data was analyzed using Miles and Huberman's interactive analysis model which consisted of three stages: 1) Data Reduction: Filtering important information from interviews, observations, and documentation to obtain relevant data. 2) Data Presentation: Compile data in the form of narrative descriptions, tables, or graphs to facilitate interpretation. 3) Conclusion Drawn: Analyze the findings to assess the effectiveness of digitalization in improving the competitiveness of the village economy through e-commerce platforms [14].

The results of this study are expected to provide an overview of the level of effectiveness of digital platforms used by BUMDes Janti. The findings of this research can also be a basis for BUMDes managers to make improvements and for other villages that

want to implement economic digitalization through e-commerce to increase the competitiveness of local MSMEs.

RESULTS AND DISCUSSION

Results

Effectiveness is a measure of the extent to which an organization or program is able to achieve the goals that have been set optimally. In the context of this study, the focus of the evaluation is directed at the implementation of digitalization through e-commerce platforms **digitalekonomijanti.co.id** developed by BUMDes Janti as a means of supporting the digital transformation of MSMEs in Janti Village. The evaluation not only highlights the technical existence of the platform, but also the extent to which this platform is really used by MSME actors, as well as the contribution of BUMDes in providing, managing, and adjusting digital features according to local needs. The results of field observations then revealed that the role of BUMDes in this process is more dominant as a facilitator than the main actor of digital business. To analyze its effectiveness, an organizational effectiveness theory approach from Richard M. Steers in Tangkilisan, 2005 is used which includes three main indicators, namely:

1. Goal Achievement

According to Richard M. Steers in the book cited by Tangkilisan (2005), the achievement of goals is how far an organization can achieve the planned targets. Steers emphasized that to achieve goals, organizations need to go through a clear gradual process, both in terms of the content of its activities and its timing. So, success is not only seen from the final result, but also from the process that goes through to achieve it. At the beginning of the study, the research was directed to see the extent of the application of digitalization through the platform [15] *digitalekonomijanti.co.id* can encourage the economic transformation of MSMEs in Janti Village. The results of observations and interviews in the field then showed that the achievement of program goals was not measured by the extent to which BUMDes Janti became the main player in digital business, but by its success in facilitating the digitization process of MSME actors in a gradual, planned, and according to the needs of the village community.

From the results of the interview, the MSME digitization program facilitated by BUMDes Janti was not carried out suddenly. Previously, they had carried out a mapping of village potential based on standards from the Ministry of Villages. The mapping results show that MSMEs are the leading sector in Janti Village. This shows that the program has indeed been consciously designed to target the real potential and needs of the community. Secondary data also supports this achievement. Based on data on the composition of the livelihood of the population, the majority of the people of Janti Village work in the private sector with a total of 2,135 people. In addition, there are 223 people who have the status of entrepreneurs or MSME actors. Although most of the residents work as private employees, many of them also run side businesses such as selling. This

shows that the people of Janti Village have a productive economic foundation and a strong entrepreneurial spirit. Here is the complete data: [16]

Table 1. Types of Jobs in Janti Village

Job Type	Number of People
Private Employees	2.135
PNS	82
SOE Employees	24
Lecturer	23
Teacher	65
Self-employed / MSMEs	223

Source: Data processed

The existence of hundreds of independent business actors shows the direct potential that can be empowered through the digitalization program. In addition, the diversity of types of jobs in Janti Village also reflects the social and economic readiness of the community in accepting and running programs, which strengthens the direction of the MSME digitalization policy facilitated by BUMDes Janti.

The website *digitalekonomijanti.co.id* built in stages. The features provided are adjusted to the conditions of the community to make them easy to use. Within one year, positive changes began to be seen, namely more MSME actors joined, began to get used to technology, and there was an increase in BUMDes revenue by 20% based on financial reporting data. These indicators show that the initial goals of the program have begun to be achieved. The increase in the number of MSME actors involved, the increase in sales, and the emergence of new habits in selling digitally show that the program is running according to the planned direction, even though BUMDes only acts as facilitators [8].

If it is associated with the Steers theory, the steps taken by BUMDes Janti are very appropriate. They don't launch a big program right away, but start from the basics: mapping, socializing, educating, and then gradually developing the platform. One year is enough to show a good initial impact. The process also shows that the program does not simply pursue the end result, but is built on a realistic approach and according to local needs.

When compared to Ayu Lestari's (2021) research in Buntuna Village, there is a significant difference. In Buntuna Village, the goals of BUMDes have not been achieved because the business units formed are not in accordance with the needs of the community, and the cooperative and livestock businesses managed are less sustainable. This shows the importance of mapping and phasing as a basis for achieving goals, as effectively implemented by BUMDes Janti. Thus, based on Steers' theory, BUMDes Janti has shown success in achieving goals, not only in terms of final results in the form of increased transactions, but also through a gradual, measurable, and in accordance with the conditions of the people of Janti Village [17].

2. Integration

According to Richard M. Steers in Tangkilisan (2005), integration is the ability of an organization to build cooperation, communication, and understanding, both within the organization itself and with external parties. This integration is important so that all the people or groups involved can support each other and move towards the same goal. One way is to socialize and build an effective communication network [18].

BUMDes Janti has been making integration efforts since the beginning of the digitalization program was launched. Before the website was developed, BUMDes invited the community to be directly involved through the formation of a community group (Pokmas) called *Puspa* in each RT. This group acts as a liaison between BUMDes and residents. They have the responsibility to disseminate information, invite MSME actors to participate in the program, and help bridge the needs of the community with program managers.



Figure 2. A Place for Community Groups to Gather
Source: Researcher's personal documentation, 2025

Socialization is also carried out directly, especially to MSME actors, because they are the most active and potential group in supporting the village economy. In addition, BUMDes utilizes communication media that are familiar and easily accessible to the public, such as WhatsApp groups, to ensure that communication continues to run effectively. In this group, residents can ask questions and answers, report problems, and discuss related to the use of the website. Although at the beginning of the implementation challenges were found such as low digital literacy (there are still many residents who are not used to using technology), this obstacle has gradually been overcome through regular education and a family approach. The "Puspa Janti" activity also serves as a means of training and discussion for MSME actors to understand technology and digital strategies in business development.

BUMDes Janti is considered to have succeeded in building good cooperation and communication with the community. The program is not only designed on a top-down basis, but also involves the active participation of citizens. The existence of community groups, direct socialization, and the use of communication media such as WhatsApp are

proof that the integration process has taken place effectively. If associated with the Steers theory, BUMDes Janti has applied the principle of integration in a real way. They not only provide digital systems, but also form social networks that support the sustainability of those systems. Repeated socialization and a community-based approach demonstrate the organization's ability to integrate various elements of society into the program. Active and two-way communication also reflects the creation of consensus and a shared understanding of the program's objectives [19].

This finding is in line with the results of Hafni et al.'s (2021) research which states that BUMDes Sataretanan has been effective in the aspect of integration through socialization carried out by hamlet heads and the formation of active SDS MSME groups. The same thing can also be seen in the practice of BUMDes Janti, but with a more systematic and digital-based approach. In contrast, these findings are different from the case in Buntuna Village of the Ayu Lestari study, 2021, where the integration process only took place at the beginning of the program. After the death of the cooperative chairman, socialization and coordination activities decreased drastically, causing low public knowledge of the existence of BUMDes, even some residents did not know about the program even though it had been running for three years [20], [17].

Thus, Janti BUMDes has demonstrated more sustainable integration practices and involves active community participation, in line with Steers' concept of the importance of communication and consensus in building organizational effectiveness.

3. Adaptation

Adaptation, according to Steers in Tangkilisan (2005), is the ability of an organization to adapt to a changing environment. This involves the organization's ability to anticipate changes and act flexibly to remain relevant to existing needs and challenges. In the context of MSMEs, adaptation can be in the form of the ability to adopt new technologies, adapt products to market demand, or change business processes to be more efficient [21].

BUMDes Janti shows good adaptability in carrying out its role as a facilitator of the MSME digitalization program. Although many MSME actors are initially unfamiliar with technology, BUMDes actively conduct education and mentoring. Through the formation of WhatsApp groups and regular training, BUMDes provides a learning space that helps MSME actors gradually adjust to the digital system provided.

In addition, BUMDes also pay attention to local needs in platform development. The website *digitalekonomijanti.co.id* designed to be easy to use by the public and not burden business actors with complex features. In the early stages, the website only functioned as a simple online store, but it was slowly developed by adding additional features based on direct user feedback and needs.



Figure 3. Initial view of the website [digitalekonomijanti.co.id](https://www.digitalekonomijanti.co.id)

Source: <https://www.digitalekonomijanti.co.id/>

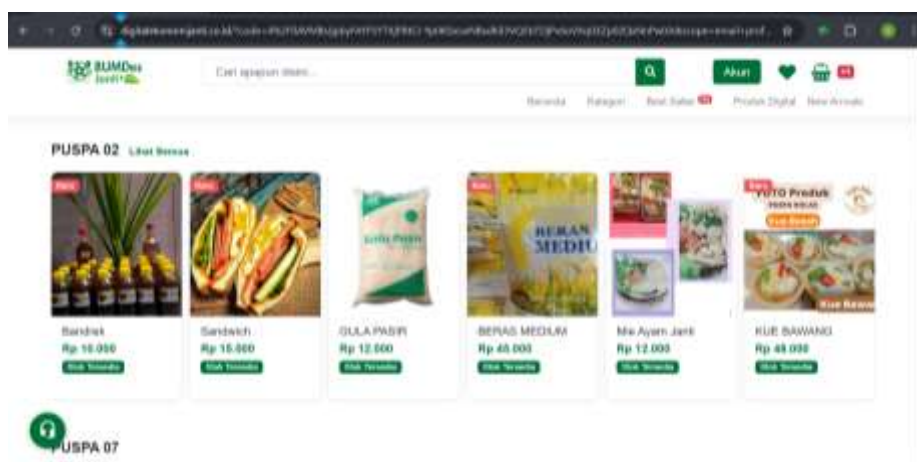


Figure 4. Local Product Display

Source: <https://www.digitalekonomijanti.co.id/>

Discussion

BUMDes also continues to further develop the platform, one of which is by planning to integrate the payment system with banking services. This step is a form of adaptation to the dynamics of market needs and the development of financial technology. This shows that the focus of BUMDes is not solely on system development, but also ensures that the technology developed remains relevant and in accordance with the changing needs of MSME actors.

BUMDes Janti has shown good adaptability, both in terms of adapting to technological challenges and in responding to obstacles that arise in the field. A flexible approach to website development and ongoing mentoring are important factors that enable MSME actors to adapt effectively to digital transformation.

Based on Steers' theory, BUMDes Janti has applied the principle of adaptation well. They are able to respond to local conditions and gradually change strategies according to the needs of MSME actors. This adaptation can be seen from the gradual process of technology introduction, the response to low digital literacy, and the ability to develop systems based on user feedback. With continuous website development,

BUMDes demonstrate the flexibility needed to stay relevant to market and technological developments.

These findings are in line with the research of the Tuka Tuku Program by Isnaeni et al., which emphasized the importance of adaptation, especially when programs face external obstacles such as pandemics. Although Tuka Tuku experienced time constraints and delays in activities, Janti BUMDes was able to anticipate changes with a more flexible, community-based approach, and the use of customized technology. This reinforces the view that adaptability greatly affects the sustainability of the program [21].

CONCLUSION

Fundamental Finding : This study concludes that the role of BUMDes Janti in digitalekonomijanti.co.id is primarily facilitative rather than entrepreneurial, focusing on connecting MSMEs with online markets, providing technological infrastructure, and supporting community adoption of digital tools, with effectiveness reflected in goal achievement, social integration, and adaptive platform development. **Implication :** The findings suggest that successful digital transformation in rural MSMEs does not require BUMDes to act as the main business entity, but rather as a facilitator that maps local potential, strengthens social networks, and adapts technology to community needs, offering a replicable model for other villages. **Limitation :** However, the study is limited to a single case in Janti Village with a short observation period, and it does not fully capture long-term impacts or account for external factors such as policy support, market dynamics, and technological change. **Future Research :** Comparative studies across multiple villages, longitudinal analysis of MSME independence and platform sustainability, and examination of external influences are recommended to provide a more comprehensive understanding of the facilitative role of BUMDes in digital economic transformation.

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