



Management Model of Village-Owned Enterprise Girimulyo in the Era of Digitalization of Giripurno Village Community, Batu City

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Abstract

This study discusses the management model of the Girimulyo Village-Owned Enterprise (BUMDes) in Giripurno Village, Batu City, during the era of village digitalization. Girimulyo BUMDes manages its main businesses, an egg-laying poultry farm and a cafe, which contribute to local economic empowerment. Despite its considerable potential, BUMDes management continues to follow traditional patterns and has not yet fully utilized digital technology, resulting in less effective community empowerment. This research employs a descriptive qualitative approach, using a case study design, purposive sampling, and data collection methods such as observation, interviews, and documentation. The findings show that integrating digitalization into BUMDes' business management can enhance administrative efficiency, transparency, accountability, and product marketing reach. The quality of human resources also plays a key role in ensuring the success of digitalization. However, challenges related to infrastructure, resistance to change, and training needs must still be addressed to achieve sustainable digitalization. The BUMDes management model, supported by digitalization and human resource capacity development, is expected to promote inclusive, sustainable village independence and community well-being.

Keywords: Management Model, Village-Owned Enterprise, Digitalization, Village Economic Empowerment.

1. Introduction

BUMDes (Village-Owned Enterprises) are at the forefront of empowering the rural economy, aiming to improve the welfare and independence of villages.¹ In Giripurno Village, Batu City, BUMDes

¹ Andi Abdul Malik, Hamsu Abdul Gani, and Rifdan Rifdan, "Improving Management of BUMDES for Village Development," *Linguistics and Culture Review* 5, no. S1 (2021): 653–60, <https://doi.org/https://lingcure.org/index.php/journal/article/view/1450>; Agni Grandita Permata Sari, "The Analysis of Village-Owned Enterprises (BUMDes) Management Using Interpretive

Girimulyo manages two main businesses, namely a chicken farm and a cafe, which play a role in supporting the local economy and opening up opportunities for community participation in collective economic activities. However, despite its great economic and social potential, the management of BUMDes is still influenced by traditional patterns that are not yet fully integrated with the rapidly evolving digital era. This condition creates a gap between the needs and opportunities for utilizing digital technology and the actual management practices in the field. As a result, the effectiveness of businesses and the capacity for community empowerment are not yet optimal, especially in the face of increasingly dynamic and complex business competition in the digital era.²

Management is a systematic process that includes planning, organizing, implementing, and controlling all activities in an organization or business to achieve predetermined goals efficiently and effectively. In the context of BUMDes, management is the integration of human, financial, technological, and information resources to manage business units, such as layer chicken farms, professionally.³ Management includes strategic and operational decision-making, risk management, performance evaluation, and adaptation to changes in the business environment. Especially in the digital age, management must encourage innovation and the use of technology to increase competitiveness. Partners in the context of BUMDes management are external or internal parties who act as strategic collaborators to support the success of village enterprises. Partners can come from various sectors, such as local governments that provide regulations and facilities, non-governmental organizations that provide community assistance, experts who provide research and training, and the private sector that provides technological support, capital, and market access. The role of partners is not only as resource providers but also as agents of change, helping BUMDes adapt to technological advances and respond to market dynamics. Synergy between BUMDes and partners is crucial in maximizing villages' potential through a collaborative approach.⁴

Referring to Law No. 6 of 2014, which recommends that villages establish business entities to meet community needs, fundamental needs, and to utilize underutilized village resources, as well as human resources capable of managing assets that drive the community economy.⁵

BUMDes is a legal entity and a social entrepreneurship institution. As a for-profit entrepreneurship institution, the digitization of BUMDes is vital for developing BUMDes businesses.⁶ BUMDes is a financial institution whose primary purpose is to provide credit loans to people who need them to run their businesses. In addition, BUMDes can also establish enterprises to improve

Structural Modeling: A Case Study at BUMDes Niagara, Bandung Regency," *TRANSFORMASI: Jurnal Manajemen Pemerintahan*, 2021, 16–35.

² Peggy Ama Fening, Isaac Kwabena Agyei, and Dickson Adom, "An Exploratory Study on Management Competence for Better Work Practices of The Traditional Metal Fabrication Industry in Kumasi, Ghana," *International Journal of Social Science and Religion (IJSSR)*, June 8, 2023, 185–208, <https://doi.org/10.53639/ijssr.v4i2.175>.

³ Saleh Al Hamid and Santi Rosman Hulinggi, "Penerapan Prinsip-Prinsip Pengelolaan Badan Usaha Milik Desa Dalam Meningkatkan Ekonomi Masyarakat Desa Mootinelo," *Jambura Journal of Community Empowerment* 4, no. 1 (2023): 159–80, <https://doi.org/10.37411/jjce.v4i1.2519>.

⁴ Arif Fajar Wibisono, "Optimalisasi Fungsi Bumdes Melalui Inovasi Dan Manajemen Organisasi Sebagai Upaya Meningkatkan Kemandirian Desa," *Jurnal Abdimas Madani Dan Lestari (JAMALI)* 2, no. 1 (2020): 1–9, <https://doi.org/10.20885/jamali.vol2.iss1.art1>; Hariyanto Hariyanto, Ahmad Rezy Meidina, and Mabarroh Azizah, "Decentralization and the Fulfilments of Children's Rights: Challenges and Opportunities for Local Government in Indonesia," *Lex Scientia Law Review* 8, no. 2 (November 30, 2024): 677–706, <https://doi.org/10.15294/lslr.v8i2.14373>.

⁵ Budiman Sudjatmiko, "Berdasarkan Undang-Undang Desa oleh : Budiman Sudjatmiko Komisi II DPR RI – Fraksi PDIP," 2014, 1–39.

⁶ Daniel Bender, "DESA - Optimization of Variable Structure Modelica Models Using Custom Annotations," *ACM International Conference Proceeding Series* 18-April-2, no. 1 (2016): 45–54, <https://doi.org/10.1145/2904081.2904088>. the requirements for the functionalities of such libraries are enormous. Finding the optimal structural design (i.e. of a cold plate

the community's economy and increase Village Original Income (PADes). Institutionally, BUMDes is a village business institution managed by the community and village administration in an effort to strengthen the village economy, which is formed based on the needs and potential of the village. As an economic institutions operating in rural areas, BUMDes must differ from other financial institutions in general. This is intended to ensure that the existence and performance of BUMDes make a significant contribution to improving the community's welfare.⁷

Livestock farming is a subsector of agriculture that encompasses companies and business activities in livestock management, production, and marketing. Livestock farming is the integration of production and financial management, with production control checking the use of inputs and outputs. The more effectively and efficiently producers address these issues, the higher their profits and the stronger their position in the market and in achieving their business goals. In running a business, efficiency is necessary to achieve goals. However, this can fail if the main strategy is wrong. One such poultry farm manager is located in Giripurno Village, Bumiaji District, Batu City. Mr. Rizal, who is under the auspices of BUMDes Girimulyo, started this business out of concern for his village. He developed the BUMDes unit, which he manages, and continues to run his business in the layer chicken farming sector. Initially, BUMDes Girimulyo had only one chicken coop with 200 chickens.⁸

Laying hens are one of the most promising poultry farms in Indonesia. Laying hens are bred specifically for commercial egg production. Currently, there are two groups of laying hens, namely medium and light types. Medium types generally lay brown-shelled eggs, while light types lay white-shelled eggs. Consumption eggs are produced by laying hens, which are one of the types of poultry raised in Indonesia. The population of laying hens has increased year by year due to rising demand for eggs.⁹ The availability and affordability of food, especially protein sources, for people in disadvantaged areas is a major problem that needs to be addressed. This is because underprivileged areas are not a market for food products, especially animal protein sources. Considering the complexity of food security and nutritional fulfillment in disadvantaged areas, this paper will thoroughly discuss the provision of animal protein sources for rural communities in underprivileged areas through a layer chicken farming program to support community food security and nutritional fulfillment, towards an Indonesia free of stunting and with good and equitable food security.¹⁰

Digitalization is defined as the process of providing or using digital systems. The use of digital technologies in business practices, such as digital meeting scheduling, live-streaming on social media, online ordering, delivery, tracking, and sales, demonstrates business process digitalization. Digitalization in business processes has been found to increase financial inclusion and significantly enhance access to financing through micro-business banking in several ASEAN member countries.¹¹ Digitization in business processes has a positive impact on business development and progress in the

⁷ Hailudin Hailudin, "Peranan Badan Usaha Milik Desa (BUMDES) Dalam Pemberdayaan Ekonomi Masyarakat Desa Labuhan Haji Lombok Timur," *Elastisitas - Jurnal Ekonomi Pembangunan* 3, no. 1 (2021): 1–9, <https://doi.org/10.29303/e-jep.v3i1.32>.

⁸ Iskandar Iskandar et al., "Pengelola Usaha Ayam Petelur Sebagai Upaya Pengembangan Bumdes Desa Talang Sei Limau Kecamatan Rakit Kulim Kabupaten Indragiri Hulu," *Jurnal Pengabdian Masyarakat Bangsa* 2, no. 6 (2024): 2016–22, <https://doi.org/10.59837/jpmba.v2i6.1158>.

⁹ Kurniawan Gigih Lutfi Umam, "Smart Kandang Ayam Petelur Berbasis Internet of Things Untuk Mendukung SDGS 2030 (Sustainable Development Goals)," *Jurnal Teknoinfo* 12, no. 2 (2018): 43, <https://doi.org/10.33365/jti.v12i2.86>.

¹⁰ Trifenaus Prabu Hidayat et al., "Pendampingan Kelayakan Dan Strategi Pengembangan Usaha Peternakan Ayam Petelur Di Desa Cislak Kabupaten Sumedang," *RESONA : Jurnal Ilmiah Pengabdian Masyarakat* 8, no. 2 (2024): 211, <https://doi.org/10.35906/resona.v8i2.1924>.

¹¹ Hway Boon Ong et al., "Digitalisation and Financial Inclusion of Lower Middle-Income ASEAN," *Heliyon* 9, no. 2 (2023): e13347, <https://doi.org/10.1016/j.heliyon.2023.e13347>.

form of a) increased business efficiency and effectiveness, b) improved understanding and experience of customers, c) support for expertise and knowledge transfer, d) increased awareness of corporate cultural values, e) enabling the development of cutting-edge design skills by experimenting with content across various digital platforms and devices.¹²

Along with technological advances, the digitization of BUMDes refers to the use of information technology in their management. The digitization of BUMDes management administration helps administrators submit financial and accountability reports on the use and participation in capital rolled out by the government. The digitization of BUMDes' financial management promotes transparency and accountability in fund management. The digitization of BUMDes' financial management is one indicator that it is being carried out correctly.¹³ The digitization of BUMDes is not only in the areas of administrative and financial management, but also in marketing. The digitization of BUMDes' product marketing is one of the strategies that have enabled BUMDes to survive the COVID-19 pandemic.¹⁴

Anthony Giddens' structuration theory provides a valuable framework for understanding the interaction between social structures and agents in the management of BUMDes. According to Giddens, structures are not static and entirely restrictive, but rather patterns of rules and resources that are continuously reproduced and modified by the actions of agents (the duality of structure). In the context of BUMDes Girimulyo, management partners act as agents who not only adapt to existing structures, such as village rules, social norms, and institutional roles, but also have the potential to create new structures through innovative management and the adoption of digital technologies. An effective management model must provide space for negotiation between old structures and new practices, enabling village empowerment to be sustainable and adaptable to the times.

Challenges often faced by BUMDes managers in the egg-laying chicken business include limited technical knowledge of animal husbandry, suboptimal business management, limited capital, and a lack of understanding of digital marketing and more modern production technologies. Therefore, developing human resource capacity and applying digital technology are key to improving business efficiency and product competitiveness in an increasingly competitive market.¹⁵ Professional and trained BUMDes managers can encourage layer chicken businesses not only to produce products needed by rural communities but also to become pillars of sustainable and inclusive rural economies, empowering communities by creating jobs and increasing income. With optimal management and partner support, layer chicken businesses in BUMDes can grow into independent companies capable of adapting to the dynamics of current technological and market developments.¹⁶

¹² Chiara Rossato and Paola Castellani, "The Contribution of Digitalisation to Business Longevity from a Competitiveness Perspective," *TQM Journal* 32, no. 4 (2020): 617–45, <https://doi.org/10.1108/TQM-02-2020-0032>.

¹³ Bayu Aprillianto et al., "A Menuju Tata Kelola Bumdes Yang Baik Melalui Digitalisasi Dan Konsolidasi Laporan Keuangan," *Jurnal Abdi Panca Marga* 3, no. 2 (2022): 55–60, <https://doi.org/10.51747/abdipancamarga.v3i2.999>.

¹⁴ Monika Balqis Pratiwi and Ira Novianty, "Strategi Bertahan Badan Usaha Milik Desa (BUMDes) Dalam Pandemi COVID-19 Pada Desa Cibodas Kecamatan Lembang Kabupaten Bandung Barat," *Prosiding The 11th Industrial Research Workshop and National Seminar*, 2020, 26–27.

¹⁵ Universitas Sriwijaya, "Anyar Berbasis Collaborative Governance Di Desa Rawas Utara Provinsi Sumatera Selatan Management Of Village-Owned Enterprise Entity (Bumdes) Intan Anyar Based On Collaborative Governance In Sungai Kijang Village , Rawas Ulu District , Musi Rawas Utara R" 13, no. 1 (2025).

¹⁶ MUH. ISPA Baharuddin, Eki Satriani Sabua, and Nurul Hanisa, "Pengembangan Desa Mandiri Melalui Pengelolaan Badan Usaha Milik Desa (Bumdes) Di Desa Padang Kalua," *Mujtama Jurnal Pengabdian Masyarakat* 3, no. 1 (2023), <https://doi.org/10.32528/mujtama.v3i1.8705>.

2. Literature Review

Journal Article “The Role of Digitalization in Managing Small-Scale Chicken Farms in Opo-Opo Village”¹⁷ highlights how the application of digital technology can improve production, distribution, and marketing efficiency in the egg-laying chicken farming sector. The results show that training and access to technology are essential for improving the competitiveness of small businesses. Relevance to the research: Both emphasize the importance of digitization in layer chicken business management and the need for strategies that are adaptive to the local context. The SWOT approach was used to evaluate the strengths and weaknesses of BUMDes. In addition, challenges such as low digital literacy and limited infrastructure are essential issues that need to be addressed in the management model.

Journal Article “Chicken Farming as an Alternative for Rural Economic Empowerment”¹⁸ by Ahmad Sanusi discusses the potential of laying hen farming as an economic empowerment strategy in villages. The results show that laying hen farming can significantly increase household income, create jobs, and promote financial independence in rural communities.

Journal Article “Marketing Strategies of Broiler Chicken Farmers in Bandar Kuala Village, Galang District”¹⁹ by Lennaria L. Tarigan, Mardaus Purba, and Mery Sulianty H. Sitanggang analyzed the marketing strategies implemented by broiler chicken farmers in the village. The results showed that farmers adopted multi-channel marketing strategies, including direct marketing to consumers, collaboration with local traders, and social media. Factors influencing the success of marketing strategies include product quality, competitive prices, and good relationships with buyers. This journal recommends improving marketing skills and using information technology to optimize sales results.

Journal Article “Business Development Strategies for BUMDes Layer Chicken Farmers in Toini Village, Poso Pesisir District” by Ni Kadek Sriwati and Mikhael Ferdian aims to identify the strengths, weaknesses, opportunities, and threats (SWOT) in the layer chicken farming business managed by BUMDes in Toini Village. The analysis shows that the right strategy for business development is market penetration and product development, with a focus on improving product quality and quantity and on strengthening relationships with suppliers and buyers.

Journal Article “Business Development by Wargakerja Village-Owned Enterprises”²⁰ by Teguh Heri Widodo and Beni Hartanto discusses the business development model implemented by BUMDes Wargakerja in Wargakerja Village, Sukarama District, Tasikmalaya Regency. The research findings indicate that BUMDes Wargakerja focuses on the livestock sector, with primary activities including the production of chicken feed, the sale of broiler chickens, and the development of layer chickens. This business has been operating successfully, meeting market demand, and generating the expected profits.

¹⁷ Moh. Gusai Ainul Yakin, Edi Kurniawan Farid, and Lailatul Azizah, “Peran Digitalisasi Dalam Pengelolaan Usaha Ayam Petelur Skala Rumahan,” *RIGGS: Journal of Artificial Intelligence and Digital Business* 4, no. 2 (2025): 567–71, <https://doi.org/10.31004/riggs.v4i2.540>.

¹⁸ Ahmad Sanusi, “Budidaya Ayam Petelur Sebagai Alternatif Pemberdayaan Ekonomi Pedesaan,” 2024, 532–37.

¹⁹ Lennaria L Tarigan, Mardaus Purba, and Mery Sulianty H Sitanggang, “Strategi Pemasaran Peternak Ayam Ras Broiler Di Desa Bandar Kuala Kecamatan Galang,” *Skylandsea Profesional Jurnal Ekonomi, Bisnis Dan Teknologi* 5, no. 1 (2025): 15–23.

²⁰ Teguh Heri Widodo and Beni Hartanto, “Pengembangan Usaha Oleh Badan Usaha Milik Desa Wargakerja:(Studi Di Desa Wargakerja Kecamatan Sukarama Kabupaten Tasikmalaya),” *Jurnal Syntax IMPERATIF: Jurnal Ilmu Sosial Dan Pendidikan* 5, no. 2 (2024): 210–18.

Journal Article “Management of Intan Anyar Village-Owned Enterprise (BUMDes) Based on Collaborative Governance in Sungai Kijang Village”²¹ by Lulu Amanda Zakry, Alfitri, and M. Nur Budiyanto discusses the management of BUMDes Intan Anyar using a collaborative governance approach. The results of the study show that BUMDes Intan Anyar operates in the layer chicken farming sector but faces problems such as rising feed prices and a lack of coordination between stakeholders. It was found that collaboration among the village government, the community, and the private sector remains weak, so commitment and active participation from all parties are needed to improve the effective management of BUMDes. This study emphasizes the importance of establishing a good communication structure and strengthening human resource capacity so that BUMDes can contribute more to the welfare of the village community.

Journal Article “Egg-Laying Chicken Farming in South Halmahera Regency”²² by Emy Saelan, Sri Lestari, and Sulasmi discusses the efforts of the Halmahera Poultry Farming Group in meeting animal protein needs through layer chicken farming. This study aims to increase livestock production and income by overcoming challenges such as high feed prices and farmers’ lack of knowledge. The methods used include training in DOC handling, feed production, and vaccination. The results of the study show that the livestock group has successfully improved its business planning and feed management capabilities and has implemented disease prevention programs. Thus, this activity has not only increased egg production but also provided significant economic benefits to the local community.

Journal Article “Village Economic Empowerment Through the Development of a Village-Owned Enterprise for Egg-Laying Chickens in Nusa Village”²³ by Leonardus Barung and colleagues discusses the development of Village-Owned Enterprises (BUMDes) in Nusa Village, West Amanuban District. This study aims to increase the role of BUMDes in generating income through layer chicken farming. The program includes training and mentoring to increase egg production and address challenges such as high feed costs and a lack of managerial knowledge. Preliminary results indicate a significant increase in egg production, with promising economic potential for the village community. This emphasizes that the success of BUMDes in business development depends on good management, community involvement, and government support. Thus, BUMDes can be a key driver in improving village economic welfare and local food security.

Journal Article “Strategies for Developing Layer Chicken Farms in Tombang Village, Walenrang District”²⁴ by Muh. Sadat discusses strategies for developing layer chicken farming businesses in Tombang Village. This study aims to identify the methods used in producing these businesses, with a focus on the application of the Closed House system. The results of the study show that to increase production, it is essential to pay attention to feed quality, chicken health, and good management. In addition, maintaining sales and product quality are also key strategies for business success.

²¹ Sriwijaya, “Anyar Berbasis Collaborative Governance Di Desa Rawas Utara Provinsi Sumatera Selatan Management Of Village-Owned Enterprise Entity (Bumdes) Intan Anyar Based On Collaborative Governance In Sungai Kijang Village , Rawas Ulu District , Musi Rawas Utara R.”

²² Agnes L. Ch. P. Lopian Florensia K. Lamanele1, Daisy S. M. Engka2, “Budidaya Ayam Petelur Di Kabupaten Halmahera Selatan” 24, no. 1 (2024): 25–36.

²³ Eka Mustika Yanti et al., “Pemberdayaan Ekonomi Desa Melalui Pengembangan BUMDes Ayam Petelur Di Desa Nusa,” *Indonesian Journal of Community Dedication* 5, no. October (2023): 69–78.

²⁴ Setiawan Indra Edi Muh. Sadat, “Strategi Pengembangan Usaha Peternakan Ayam Petelur Di Desa Tombang Kecamatan Walenrang,” 2022.

Journal Article “Village Economic Empowerment Through the Development of a Village-Owned Enterprise for Egg-Laying Chickens in Nusa Village” by Trisakti Haryadi and colleagues discusses efforts to strengthen Village-Owned Enterprises (BUMDes) by developing layer chicken businesses in Nusa Village, West Amanuban District. This study aims to increase village income and food security by providing farmers with training and technical assistance. The results show that BUMDes in Nusa Village successfully increased egg production after the intervention. Egg production increased from 417 eggs in the first ten days to 1,456 eggs per week at its peak.

Journal Article “Feasibility Analysis of Investment Using a Financial Approach and Marketing Strategy in the Layer Chicken Program at BUM Desa Bumi Makmur”²⁵ by Muhammad Qomaruddin and colleagues discusses the development of layer chicken businesses in Sleman Regency through Village-Owned Enterprises (BUMDes). This study aims to analyze the feasibility of investment and marketing strategies needed to optimize these businesses. The results of the study indicate that the layer chicken business is feasible for development based on financial analysis, with a positive Net Present Value (NPV), a Benefit Cost Ratio (BCR) greater than one, and an Internal Rate of Return (IRR) exceeding the specified interest rate. In addition, the marketing system implemented includes direct distribution to stores and cooperation with government programs.

Journal Article “Developing Village Entrepreneurship Through Digitalization Assistance and Marketing of MSME Products”²⁶ by Muhammad Daffa Ardiansyah and colleagues discusses efforts to increase the capacity of Micro, Small, and Medium Enterprises (MSMEs) in Bojongkulur Village. This study aims to integrate digital technology into the marketing of MSME products to improve the welfare of the village community. The methods used include group and door-to-door approaches, with training and direct assistance provided to business actors, such as in the production of dishwashing soap and squid chili sauce. The results show that collaborative and educational approaches are critical in developing local entrepreneurship, as well as expanding market reach and increasing product sales.

Journal article entitled “Digital Marketing Strategies in the Development of Small and Medium Enterprises in Bojonegoro”²⁷ This study aims to understand how small and medium enterprises (SMEs) engaged in egg production in Bojonegoro implement digital marketing in their businesses. The results show that although SMEs have begun to use digital platforms such as Instagram and WhatsApp for marketing, significant obstacles in terms of human resource constraints limit their optimal use of this technology. The relative advantages of digital platforms are the main motivation for SMEs to switch to digital marketing, supported by the perception that the costs are relatively low and that top management and local government support. The main obstacle is HR’s lack of capacity and capability in managing digital marketing, including content management and the effective use of digital features.

Journal article entitled “Strengthening Village-Owned Enterprises Through Assistance in Establishing Joper Chicken Farming Business Units to Support Independent Learning at Independent

²⁵ Febrita Kusuma Wardana, Muhammad Qomaruddin, and Wisudanto Mas Soeroto, “Analisis Kelayakan Investasi Dengan Pendekatan Aspek Finansial Dan Strategi Pemasaran Pada Program Ayam Petelur Di Bum Desa Bumi Makmur,” *Sebatik* 25, no. 2 (2021): 318–25, <https://doi.org/10.46984/sebatik.v25i2.1633>.

²⁶ M D Ardiansyah, R A Pangestu, and ..., “Pengembangan Kewirausahaan Desa Melalui Pendampingan Digitalisasi Dan Pemasaran Produk UMKM,” *Almujtamae: Jurnal ...* 5, no. 1 (2025): 109–18, <https://doi.org/10.30997/almujtamae.v5i1.18260>.

²⁷ Menur Kusuma and Mohammad Hatta Fahamsyah, “Strategi Pemasaran Digital Dalam Pengembangan Usaha Umkm Ayam Petelur Di Bojonegoro,” *Jurnal Investasi* 9, no. 4 (2023): 237–48, <https://doi.org/10.31943/investasi.v9i4.299>.

Campuses.”²⁸ This journal highlights the importance of collaboration among villages, universities, and industry partners to develop a sustainable business model, supported by the Merdeka Belajar Kampus Merdeka program. The scale of the Joper chicken farming business was built in stages, from breeding and feed supply to fattening and post-harvest, supported by training and mentoring to increase the capacity of farmers and the surrounding community. Financial analysis of the business indicates a viable investment with an Internal Rate of Return (IRR) of 24.33%, a Net Benefit-Cost Ratio (B/C) of 1.1, and a Payback Period (PBP) of 3 years and 5 months. This program also provides significant social and economic benefits, such as increased income for farmer groups, PKK mothers, and youth organizations, as well as increased Village Original Income (PADes). Universities serve as research partners, technology developers, and liaisons between the world of education and village businesses, strengthening the synergy between villages and campuses through internship programs and community service activities.

The BUMDes layer chicken business management model not only focuses on production aspects, but also involves business planning and sound resource management.²⁹ Iskandar et al. (2024) 2 state that increasing business capacity through direct training for BUMDes managers in production and management aspects can improve efficiency and production of laying hens. This program also promotes understanding of the importance of coop sanitation and chicken health, resulting in a 15% increase in egg production and a 12% increase in business efficiency.

3. Method

This study uses a qualitative approach with descriptive and case study methods to gain an in-depth understanding of the Girimulyo BUMDes business management model in Giripurno Village, particularly in the context of village digitalization.³⁰ This approach allows researchers to comprehensively examine the meaning, social interactions, and management strategies of the egg-laying chicken business. The research was conducted in Giripurno Village, Batu City, for four months (September–December 2025). The research subjects were selected using purposive sampling, including the director and managers of BUMDes, business partners, and village government officials. Data were collected through participatory observation, semi-structured interviews, and documentation to provide a factual picture of BUMDes’ activities and development strategies. Data analysis was carried out systematically in three stages: data reduction, data presentation, and conclusion drawing and verification, to produce accurate findings. Data validity was maintained through source, technique, and time triangulation, which ensured reliability and reduced bias in the research results. The triangulation approach was also used to combine qualitative and quantitative methods in a complementary manner, thereby making the research results more credible and comprehensive. Thus, this study not only describes the empirical conditions of BUMDes Girimulyo but also strengthens the theoretical understanding of village enterprise management in the digital era.

²⁸ Umiyati, “Penguatan Kelembagaan Badan Usaha Milik Desa Melalui Pendampingan Pembentukan Unit Usaha Budidaya Ayam Joper Mendukung Merdeka Belajar Kampus Merdeka” 4, no. 1 (2021): 6.

²⁹ Iskandar et al., “Pengelola Usaha Ayam Petelur Sebagai Upaya Pengembangan Bumdes Desa Talang Sei Limau Kecamatan Rakit Kulim Kabupaten Indragiri Hulu.”

³⁰ John W Creswell and J David Creswell, *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches* (Sage publications, 2017).

4. Result and Discussion

BUMDes Governance Model: Implementation in Improving Village Enterprises

The governance model for Village-Owned Enterprises (BUMDes) is a framework that prioritizes the application of good governance principles to enable BUMDes to optimally perform their functions in developing businesses and improving the village economy.³¹ These principles include cooperation, participation, transparency, accountability, and sustainability. The implementation of these principles encourages the active involvement of the village community, managers, and the village government in the planning, implementation, and supervision of BUMDes businesses, thereby positively impacting local economic empowerment. These sound governance principles make BUMDes an efficient and responsive vehicle for managing village resources to meet community needs.³²

The principles of cooperation and participation are key to BUMDes governance because they emphasize the importance of synergy between various village stakeholders. Through deliberation and cooperation mechanisms, issues can be resolved by consensus, enabling BUMDes' operations to run smoothly and sustainably. High community participation in the management process increases a sense of ownership and involvement, which leads to improved business results and village welfare. This cooperative approach also strengthens social capital, which is the main basis for village economic development.³³

Transparency and accountability are essential aspects of BUMDes governance to ensure that village funds and assets are managed openly and accountably. Transparency practices, such as regular financial reporting and public disclosure, increase the trust and legitimacy of BUMDes' managers. Accountability ensures that village resources are not misused and that benefits are enjoyed fairly by all residents. This is important to ensure the sustainability of BUMDes businesses and their contribution to Sustainable Village Original Income (PAD).³⁴

In addition to internal governance, effective BUMDes business development is supported by innovation and business diversification strategies tailored to the village's potential. Good BUMDes governance opens up opportunities for strategic partnerships with the government and the private sector, increasing business competitiveness and expanding economic benefits. Case studies show that BUMDes with systematic governance can increase village revenue and reduce local economic inequality. Governance is not just an administrative procedure, but also a strategic key to sustainable business development.³⁵

From the perspective of Anthony Giddens' structuration theory, BUMDes governance can be understood as a dialectical process between agency and structure, in which managers and village communities (agencies) actively reproduce and adapt existing rules and resources (structures) within

³¹ Asima Yanty Siahaan, Piki Darma Kristian Pardede, and Yonathan FP Hutapea, "Capacity Mapping and Institutional Management Model of Village Owned Enterprises (BUMDes) in North Sumatra," 2022, <https://doi.org/10.2991/assehr.k.220204.068>.

³² Elfrida Yuliana and Natasia Alinsari, "Penerapan Tata Kelola Badan Usaha Milik Desa Dalam Mewujudkan Sustainable Development Goals Desa," *Owner* 6, no. 3 (2022): 2789–99, <https://doi.org/10.33395/owner.v6i3.945>.

³³ Enis Tasia and Rr Sri Pancawati Martiningsih, "Implementasi Tata Kelola Badan Usaha Milik Desa Dalam Mewujudkan Sustainable Development Goals Desa (Studi Kasus: BUMDes Bahtera Mandiri Di Desa Jenggala, KLU)," *Jurnal Riset Mahasiswa Akuntansi* 3, no. 3 (2023): 105–17, <https://doi.org/10.29303/risma.v3i3.880>.

³⁴ Desi Setianingsih and Salis M Abduh, "Strategi Pengelolaan Badan Usaha Milik Desa Dalam Mendorong Kemandirian Ekonomi Lokal," *Jurnal Cendekia Ilmiah* 4, no. 3 (2025): 965–74.

³⁵ I Kadek Alit Krestiana Putra, I Dewa Ayu Putri Wirantari, and I Putu Dharmanu Yudartha, "Strategi Badan Usaha Milik Desa (BUMDes) Mega Kencana Ungasan Dalam Meningkatkan Pendapatan Asli Desa Ungasan Kecamatan Kuta Selatan Kabupaten Badung," *Socio-Political Communication and Policy Review* 2, no. 3 (2025): 1–13, <https://doi.org/10.61292/shkr.230>.

their social context. Good governance reflects the ability of village actors to use existing structures such as village regulations, social norms, and oversight mechanisms to direct and develop BUMDes enterprises. This process is dynamic, in which the structures formed through BUMDes governance strengthen agents' capacity to sustainably empower the village economy and respond to changes in the social and economic environment. This shows that BUMDes governance not only functions as an administrative framework, but also as a strategic medium for social interaction in local economic development.

In BUMDes governance, agents such as managers and village communities use existing structures, including village regulations, social norms, and supervisory mechanisms, to run village enterprises effectively. The reflexive nature of agents' actions enables them to understand and adjust their behavior in response to changing social and economic conditions. In other words, BUMDes governance is not static but a dynamic process in which the governance structure serves both as a medium and a result of managers' and the community's actions, so that the development of BUMDes businesses reflects a continuous interaction between formal structures and social practices.

Human Resource Quality as a Determining Factor for BUMDes

Adequate knowledge of BUMDes' human resources includes an understanding of business management principles, financial management, marketing, and legal aspects of village business operations. However, research in several regions shows that even though BUMDes members have varying and sufficient levels of education, there is still a gap in adequate managerial understanding, resulting in suboptimal BUMDes management. Therefore, capacity building through continuous training is an essential element in improving the quality of BUMDes members' knowledge.³⁶

Practical human resource skills, such as administration, financial management, communication, and negotiation, are also crucial to the effective implementation of BUMDes tasks. These technical skills must be honed through training and hands-on experience so that members can manage businesses efficiently and innovatively. Good skills not only improve business performance but also strengthen the trust of the community and stakeholders in BUMDes.³⁷

Human resource capabilities or abilities include attitudes, loyalty, responsibility, and cooperation within the organization. Research shows that a common problem in BUMDes is low loyalty and commitment among members, which can lead to weak coordination and inconsistency in business operations. These psychological and social aspects must be managed through effective coaching and motivation to foster a professional, results-oriented work culture.³⁸

Furthermore, the development of BUMDes' human resources must also be supported by adequate facilities and systems, such as accounting information systems and digitized financial management, to improve transparency and accountability. Research results in Tasikmalaya Regency show that human resource development, combined with a sound information system, has a positive and significant effect on enhancing BUMDes' performance, thereby promoting sustainable village economic independence.

³⁶ Ika Niswatin Budiart and Djody Kurniawan, "Implementasi Fungsi Manajerial Pada Pengelolaan Bumdes Di Desa Tengkapak," *Jurnal Ekonomi Manajemen* 1, no. 1 (2022): 1–8.

³⁷ Muhammad Dwi Nurfaizal, Muhammad Akbar Maulana, and Inrinofita Sari, "Jurnal Ranah Publik Indonesia Kontemporer Akuntabilitas Program Kemandirian Desa Berbasis Smart Village: Studi Kasus Pengelolaan BUMDes Tirta Mandiri" 4, no. 2 (2024): 97–108.

³⁸ Bidang Bank Sampah, "Pengaruh Budaya Organisasi Dan Kompensasi Terhadap Loyalitas Karyawan (Studi Kasus Pada Bumdes Desa Kedungudi Kecamatan Trawas Kabupaten Mojokerto -" 1, no. 1 (2025): 57–64.

In conclusion, the quality of BUMDes' human resources is a major factor in determining the success of BUMDes' governance and business performance. The development of human resource quality knowledge, skills, and abilities must be the main focus through continuous training and coaching programs. In addition, effective information and managerial systems are also needed so that human resources can work optimally and create transparent, accountable, and professional management in an effort to improve welfare in the village.³⁹

Utilizing Digitalization to Improve the Effectiveness of BUMDes Businesses

The use of digitalization in Village-Owned Enterprises (BUMDes) is an important strategy for improving the effectiveness of village business management and development. Digitalization enables BUMDes to automate various administrative processes, such as financial recording, inventory management, and sales monitoring, using efficient, accurate software. This reduces the risk of manual errors and increases transparency, ultimately building trust among the village community as owners and users of BUMDes services. In addition, the use of digital technology facilitates the preparation of financial reports and audits, making this process faster and more accountable for all village stakeholders.⁴⁰

In addition to operational efficiency, digitization opens up broader marketing opportunities through online platforms such as social media and online stores. With a digital presence, BUMDes can promote their products and services to a larger and more diverse market, not limited to local consumers in the village. Potential customers can easily access product information, place orders, and provide direct feedback, thereby increasing customer satisfaction and the possible income of BUMDes. Partnerships with various digital applications and distribution platforms further expand market reach and support sustainable village economic growth.

Digitization also contributes to the development of village human resources by improving the digital literacy of the community and BUMDes managers. Training and assistance in using technology equip the village community with new skills relevant to modern business management. With these skills, BUMDes managers can be more innovative in creating products and services that meet the needs of an increasingly dynamic market. Increased digital literacy also encourages community participation in decision-making and oversight of transparent and participatory business practices.⁴¹

Despite its many benefits, the implementation of digitalization in BUMDes is not without challenges, such as limited technological infrastructure in villages, resistance to change by some traditional managers, and the need for ongoing support in terms of training and system updates. Village governments and relevant agencies need to provide adequate support, whether in the form of infrastructure facilities, training, or technical assistance, so that digitization can be carried out consistently and not merely symbolically. Sustainable, collaborative strategies must be prioritized to ensure that digital technology is optimally integrated into the operations and development of BUMDes.⁴²

³⁹ Azhari Azhari et al., "Pengembangan Badan Usaha Milik Desa Melalui Peningkatan Kualitas Sumber Daya Manusia," *Jurnal Ilmiah Ekonomi Global Masa Kini* 14, no. 2 (2023): 82–92, <https://doi.org/10.36982/jiegm.v14i2.3392>.

⁴⁰ Ahmad Zaenal Wafik et al., "Pelatihan Pengelola Bumdes Dalam Rangka Optimalisasi Potensi Desa Di Desa Dasan Geria," n.d., 18–25.

⁴¹ Rama Gita Suci et al., "Edukasi Dan Penerapan Digitalisasi Bumdes : Memanfaatkan" 5, no. 1 (2025): 49–53.

⁴² et al Sinarwati, "Digitalisasi Badan Usaha Milik Desa Dalam Mewujudkan Pertumbuhan Ekonomi Desa Merata," *Prosiding Seminar ...*, 2023, 548–56.

Optimal implementation of digitalization will increase the effectiveness of business management, accelerate business processes, and expand market reach more efficiently. Digitalization is not only a tool to improve operational efficiency, but also a strategy to strengthen the competitiveness of village businesses in the face of increasingly competitive economic competition. Therefore, accelerating the adoption of digital technology in the management of BUMDes must be one of the top priorities in promoting a more modern, inclusive, and sustainable village economy.⁴³

5. Conclusion

BUMDes is at the forefront of empowering the rural economy, playing a vital role in improving the welfare and independence of villages. A case study of BUMDes Girimulyo shows that despite its great economic and social potential, its business management is still influenced by traditional patterns and has not yet fully utilized digitalization. This condition creates a gap between the opportunities offered by digital technology and the management practices in the field, resulting in suboptimal business effectiveness and limited community empowerment capacity. Therefore, digital transformation is a strategic step to strengthen the competitiveness of BUMDes by integrating modern human resources, finance, technology, and information. The application of digitalization can improve operational efficiency, transparency, and accountability, while expanding market reach through online platforms. However, the success of digitalization depends heavily on the quality of human resources (HR) and adequate technological infrastructure. Human resources need to be equipped with managerial, digital, and technical skills to manage businesses innovatively. Key challenges such as infrastructure limitations, resistance to change, and a lack of continuous training must be overcome through support from village governments, educational institutions, and the private sector. From the perspective of Anthony Giddens' structuration theory, the management of BUMDes in the digital era is the result of a dynamic interaction between social structures and agents who innovate to form a new order. With transparent, participatory, and professional governance, the digital transformation of BUMDes can become a socio-economic force that realizes independent, innovative, and sustainable villages amid the challenges of globalization and the industrial revolution 4.0.

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⁴³ Ni Kadek Sinarwati et al., "Model for Increasing Micro and Small Enterprises Performance through Optimizing the Role of BUMDes," *Jurnal Ilmiah Akuntansi* 6, no. 2 (January 12, 2022): 379, <https://doi.org/10.23887/jia.v6i2.40379>. challenges, and opportunities for optimizing the role of BUMDes in improving MSE performance. Data were collected through a structured interview, in-depth interview, and Focus Group Discussion (FGD)

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