

Local Wisdom-Based Strategic Management in the Development of the Jaya Mandiri Village-Owned Enterprise

Septi Wulandari¹, Munawir Nur Agil Sirot²

^{1,2}Department of Public Administration, Faculty of Social and Political Sciences, Universitas Bojonegoro, Indonesia

ABSTRACT	ARTICLE DETAILS
This study aims to analyze the management strategy of BUMDes Jaya Mandiri in Sugihwaras Village, focusing on internal and external environmental analysis, strategy formulation, implementation, as well as evaluation and control processes. This research employed a descriptive qualitative approach, with data collected through observation, in-depth interviews with BUMDes management, village officials, youth organizations, and community members, as well as document analysis. The findings reveal that internally, BUMDes has a strong organizational foundation, involving multiple community elements, including youth, thus creating synergy between experience and innovation. Externally, partnerships with the community and third parties strengthen the local economic base, although community participation still needs to be improved. The strategy formulation process was conducted in a participatory manner through village deliberations, yet challenges remain in terms of limited public understanding that affects implementation. The strategies applied have successfully created new business opportunities and enhanced community economic empowerment. Regular evaluations are carried out and produce strategic recommendations that guide continuous improvement. This study recommends strengthening community outreach, improving human resource capacity, and expanding partnerships so that BUMDes Jaya Mandiri can function more optimally as a driver of both economic and social development in the village. KEYWORDS: BUMDes Jaya Mandiri, Strategic Management, Village Economic Empowerment, Community Participation, Evaluation and Control, Sugihwaras Village	Published On: 16 July 2026 Available on: https://ijiissh.com/

1. INTRODUCTION

Villages play a strategic role in Indonesia's system of government, especially in the context of inclusive and sustainable national development. Law No. 6 of 2014 on Villages emphasizes that villages are not only administrative units of government, but also social entities that have the authority to independently regulate and manage the interests of local communities. Within this framework, villages are positioned as centers for planning and implementing development based on the needs and potential of local communities. Effective village development requires not only top-down integration of planning, but also the active involvement of the community in decision-making. The principles of democracy, gender equality, and social inclusion are fundamental elements that must be integrated into the village government structure. This is important to ensure that village development is not exclusive, but reaches all elements of society without discrimination (Jaya et al., 2021). Although normatively villages are seen as egalitarian arenas that allow for broad participation, the reality on the ground shows a gap between this idealism and actual implementation. Various internal obstacles, such as low community awareness of local potential, limited citizen participation, and weak human resource capacity building, are significant barriers to the village development process (Sunarti et al., 2022; Artisa, 2023). Local economic empowerment is a key foundation for supporting sustainable economic development, especially in rural areas with diverse resource potential. This strategy focuses on optimizing local assets, strengthening community capacity, and increasing added value through participatory institutional mechanisms. In the Indonesian context, villages are not merely administrative entities, but centers of economic and social dynamics that can drive bottom-up growth. Amid these challenges, a more contextual and realistic approach is needed in formulating village development strategies. This strategy should not only emphasize bureaucratic efficiency, but also be based on local socio-cultural characteristics so that it can be widely accepted and applied in a sustainable manner. An inclusive participatory approach is believed to be the main way to encourage rural communities to become active subjects in the development

process (Putra et al., 2024). One important instrument in realizing village economic independence is the establishment of Village-Owned Enterprises (BUMDes). As mandated in Law No. 6 of 2014, BUMDes were established to optimize local economic potential and become a collaborative vehicle for villagers in managing available assets and resources. Through professional and transparent management, BUMDes is expected to become the main driver of the village economy (Rahayu & Febrina, 2021). However, the challenges in implementing BUMDes are also quite complex. Many BUMDes have not shown optimal performance due to limited human resources, lack of managerial skills, and minimal community participation in the business management process (Rahmadani & Gunawan, 2023). These factors have resulted in most BUMDes being unable to contribute significantly to village revenue or improve the welfare of residents (Maryanti et al., 2023). Therefore, the development of BUMDes requires a structured empowerment strategy, ranging from capacity building training for managers to strengthening cooperation networks with various parties, including the government, academics, and business actors. Adequate managerial skills are an important prerequisite for optimizing the potential of local resources, improving operational efficiency, and promoting village economic independence (Rahmi et al., 2023). In the context of rural economic empowerment, a local wisdom-based approach is highly relevant. Cultural values and social norms that exist within rural communities not only form the foundation of collective identity, but can also be used as a basis for strategies in managing village-owned enterprises (BUMDes). This approach is believed to be able to increase social legitimacy and strengthen citizen participation in the development of village-owned enterprises (Karyana, 2023; Febryani et al., 2019). BUMDes Jaya Mandiri, which has been operating in Sugihwaras Village since 2018, is a concrete example of the implementation of a local economic empowerment-based approach in village enterprise management. By developing business units such as a screen printing shop and a stationery store, this BUMDes seeks to improve the community's standard of living through the optimal utilization of local resources (Rahmi et al., 2023). Empirical studies show that the success of BUMDes is greatly influenced by active community involvement and adaptive management of local values (Sofyan et al., 2022).

However, BUMDes Jaya Mandiri also faces serious challenges, particularly low community awareness of the importance of village enterprise development and limited human resource capacity among managers (Yulian, 2022). This condition emphasizes the importance of a systematically designed management strategy, taking into account the stages of planning, implementation, and continuous evaluation (Istikoma & Siregar, 2024). Within this framework, strengthening the capacity of administrators through training and continuous mentoring is a key strategy to promote the effectiveness and efficiency of BUMDes operations. Broad community involvement also needs to be strengthened to create a sense of ownership and collective responsibility for the sustainability of village enterprises. Thus, BUMDes not only function as economic entities but also as vehicles for strengthening social cohesion (Soegiarto et al., 2024).

2. METHODOLOGY

This study uses a qualitative descriptive method that aims to provide a comprehensive and in-depth description of the social reality and phenomena occurring in the community of Sugihwaras Village, particularly in relation to the management strategy of BUMDes Jaya Mandiri. Qualitative research focuses on understanding the meaning of a phenomenon, rather than on numerical measurement as in quantitative research. According to Sugiyono (2018), the descriptive method is a formulation of problems related to questions about the existence of independent variables without the intention of comparing them with other samples or looking for relationships between variables. With this approach, the study is expected to describe the BUMDes strategy in realizing an independent village by considering the characteristics and patterns of management applied.

Informants were selected using Purposive Sampling and Snowball Sampling techniques to ensure that the data obtained was relevant and in-depth. Purposive Sampling was chosen because the researcher determined the informants who met the criteria in accordance with the research objectives, such as the Village Head and the Head of BUMDes as the main actors in BUMDes management (Sugiyono, 2011). Meanwhile, Snowball Sampling was used to recruit additional informants through recommendations from key informants to obtain a broader and more varied perspective. Informants in this study were divided into three categories, namely key informants (Head of Sugihwaras Village), core informants (Chairperson of BUMDes Jaya Mandiri), and supporting informants (members of the Youth Organization and villagers).

Data collection techniques were carried out through interviews, observation, and documentation. Interviews were conducted in a semi-structured manner with open-ended questions so that informants could provide in-depth answers. Observations were conducted in a participatory manner, where researchers interacted directly with the community to understand the BUMDes management process in context. Documentation included the collection of secondary data, such as organizational structure, vision and mission, work programs, financial reports, and activity archives, to strengthen the research findings and increase data credibility (Miles, Huberman, & Saldaña, 2014).

Data analysis used Miles and Huberman's interactive model, which includes four stages: data collection, data reduction, data presentation, and conclusion drawing and verification (Miles et al., 2014). Data reduction is carried out by summarizing and focusing information on aspects relevant to the research objectives, while data presentation is carried out in the form of descriptive narratives and tables. Conclusions were drawn based on patterns that emerged from the data, then verified by reviewing and comparing the

data until valid findings were obtained. This approach allowed researchers to explore in depth the strategies of BUMDes Jaya Mandiri and identify factors that support and hinder the achievement of village independence.

3. RESULTS AND DISCUSSION

Environmental Analysis

The results of the study show that the internal environment of BUMDes Jaya Mandiri has a relatively solid institutional foundation. The organizational structure is designed to be inclusive, involving elements of the village government, BPD, community leaders, and youth. This composition strengthens legitimacy while encouraging innovation in the management of BUMDes. Supervision and guidance are carried out periodically by the village government, thereby promoting accountable governance. In addition, the involvement of Karang Taruna as a strategic partner demonstrates a collaborative approach that strengthens the participation of the younger generation in village economic development, highlighting the importance of community participation as the key to the success of BUMDes.

In terms of the external environment, BUMDes Jaya Mandiri has successfully established partnerships with third parties, such as bird singing competition organizers and garment manufacturers in Sugihwaras Village. This cooperation creates added value for the local economy through the utilization of available resources, particularly in supporting the DTF screen printing business unit, which is one of BUMDes' innovations. This collaboration strengthens BUMDes' competitiveness while encouraging the development of an entrepreneurial ecosystem at the village level. Strategic partnerships are a key factor in expanding the impact of BUMDes on community welfare.

External Environment For the external environment itself, BUMDes Jaya Mandiri has collaborated with a third party, namely the Sugihwaras village community, for activities managed by the third party in the form of birdcage competitions. These activities are usually held on Thursday afternoons, and BUMDes Jaya Mandiri only facilitates the venue or location for these activities, while the management is empowered or managed by third parties or the Sugihwaras community. However, the challenge of community participation remains an important issue that needs to be addressed. Not all community members and youth organizations play an active role in BUMDes activities, which has the potential to hinder program optimization. Low economic literacy in the village can be an obstacle to empowerment implementation. Therefore, more intensive communication and socialization strategies are needed to increase community awareness and involvement in the benefits of BUMDes.

External competition challenges are anticipated with a collaborative and adaptive approach, reflecting BUMDes' commitment to remain relevant and competitive. Policies that support collaboration with the community and Karang Taruna also show that BUMDes Jaya Mandiri is open to cooperation that can strengthen its economic base. However, the biggest challenge that needs to be overcome is increasing the community's overall understanding and participation in BUMDes activities. With a more effective communication strategy, BUMDes Jaya Mandiri can increase community involvement and ensure that all residents of Sugihwaras Village can feel the benefits of the existence of this BUMDes.

The research findings confirm that BUMDes Jaya Mandiri has utilized its internal potential and built external networks as social and economic capital for the village. A collaborative and participatory approach is an important foundation for realizing sustainable village independence. To increase its effectiveness, BUMDes needs to strengthen its managerial capacity, improve the quality of its human resources, and expand its cross-sector partnership network. With these steps, BUMDes Jaya Mandiri has the potential to become the main driving force for inclusive, competitive, and sustainable village development.

Strategic Formulation

The process of formulating the strategy for BUMDes Jaya Mandiri is based on the environmental analysis that has been carried out. Long-term strategies will be designed to guide BUMDes in achieving the vision and mission of an independent village. This includes identifying resources, allocating capital, and setting priorities for activities in line with the needs and potential of the village. The following is an interview with the Head of Sugihwaras Village as the main informant, who stated that:

"One of the strategies of BUMDes Jaya Mandiri to achieve village independence is to collaborate with business units located in Sugihwaras Village. In addition, BUMDes Jaya Mandiri also conducts outreach activities. One of the business units of BUMDes Jaya Mandiri is a venue rental service, namely a multipurpose building, which is usually used for celebrations, weddings, school farewell parties, and BUMDes Jaya Mandiri also provides other equipment rental services, such as chairs, tables, fans, and so on. Following that, we collaboratively developed the BUMDes' vision and mission, aligned with the village's needs and potential. Sugihwaras Village BUMDes Jaya Mandiri focuses on empowering the community economically by utilizing local resources, one of which is the garment manufacturing business, while considering the long-term sustainability and independence of the village. In addition, the village head also participated in the formulation of the BUMDes Jaya Mandiri strategy, because the village head himself is an advisor to BUMDes Jaya Mandiri.

In the strategy formulation process, BUMDes Jaya Mandiri involved several parties, namely the Village Consultative Body (BPD), the Village Government, the Management of BUMDes Jaya Mandiri, Local Government Leaders, Community Leaders, and Religious Leaders.

"In formulating the strategy for BUMDes Jaya Mandiri, no specific method was used. BUMDes Jaya Mandiri has always preferred to use consensus-based deliberation for strategy formulation, so that what BUMDes Jaya Mandiri deliberates becomes a reference or guideline for BUMDes Jaya Mandiri to take steps to improve and become more advanced."

The youth organization is also a participant in realizing the achievements of BUMDes Desa Sugihwaras. The following is the result of an interview with the Head of the Sugihwaras Village Youth Organization:

"In formulating the strategy, the Head of the Tunas Mandiri Youth Organization of Sugihwaras Village also took part or participated in the meeting. The process of formulating the BUMDes Jaya Mandiri strategy was carried out in a participatory manner and involved various elements of the village community. As the Youth Organization Chairman, we played an active role in providing input and perspectives, especially regarding the needs of young people and business opportunities that could be developed in this village."

"First, we held a village meeting involving village officials, community leaders, youth, and local business actors in Sugihwaras Village in particular. In this meeting, we identified the village's potential that could be developed as well as existing problems. After that, we jointly formulated the vision and mission of BUMDes in line with the needs and potential of the village. In Sugihwaras Village, BUMDes Jaya Mandiri focuses on empowering the community economically by utilizing local resources, one of which is the garment manufacturing business, while considering the long-term sustainability and independence of the village."

As residents of Sugihwaras Village, they feel that the process of formulating the strategy for BUMDes Jaya Mandiri has been carried out very well and openly since the beginning, with villagers being invited to participate in village meetings. BUMDes Jaya Mandiri and the Sugihwaras village administration have really listened to the aspirations and input of the Sugihwaras village community. For example, some suggested that BUMDes Jaya Mandiri focus on developing agricultural businesses, as most residents of Sugihwaras Village work as farmers or farm laborers. Others suggested developing businesses to help villagers who lack marketing connections, especially in the food business. The Sugihwaras villagers are happy with this because they are more involved and can participate in realizing an independent village. However, some villagers are still not taking full advantage of BUMDes Jaya Mandiri. The formulation of strategies carried out by the Sugihwaras Village government together with the Head of BUMDes and the community has been going well, in which several elements of Sugihwaras Village residents can be involved in the formulation of strategies at BUMDes Jaya Mandiri.

The strategy formulation process for the Jaya Mandiri Village-Owned Enterprise (BUMDes) in Sugihwaras Village demonstrated a highly inclusive and participatory approach, involving various community elements to ensure that the formulated strategy truly aligns with the village's needs and potential. The focus on local economic empowerment through the utilization of village resources, such as garment businesses, reflects the BUMDes' awareness of the importance of supporting and developing local potential as part of efforts to achieve village independence.

The involvement of the Village Head as an advisor and the active participation of various parties in village meetings demonstrate that the Jaya Mandiri BUMDes has strong support from the village government structure and the community. However, existing challenges, such as a lack of understanding or participation by some residents, indicate that the BUMDes needs to continue socialization and education so that the formulated strategy can be implemented more effectively and equitably.

Impelementasi Strategi

The next indicator is to examine how the Village-Owned Enterprise (BUMDes) implements the formulated strategies into the organization's daily activities. An effective and efficient implementation process will be the primary focus in ensuring the success of its objectives.

"The Jaya Mandiri Village-Owned Enterprise (BUMDes) currently operates several business units, including a stationery store, chair rental, and multi-purpose building space, the Garaz Giraz food court, and DTF (digital printing). The business sector, particularly within the Jaya Mandiri BUMDes business unit, has generally experienced inadequate human resources, particularly within the internal management of the Jaya Mandiri BUMDes. These human resource constraints have the potential to become significant obstacles. For example, the administrative governance aspect, where every activity must meet established standards, poses a challenge for the Jaya Mandiri BUMDes."

The Jaya Mandiri Village-Owned Enterprise (BUMDes) involved the village community, especially residents of Sugihwaras Village, during its implementation. However, currently, the Sugihwaras community is still unfamiliar with or unable to fully utilize the Jaya Mandiri BUMDes, especially its business units. Why is this? Perhaps in Sugihwaras Village, many activities or businesses are similar to those of the Jaya Mandiri BUMDes units. This may make the community more inclined to choose other parties, but to encourage residents to give BUMDes Jaya Mandiri their full support, one way is to conduct proactive activities, so that the administrators or sub-business units at least coordinate or contact them first. The youth organization (Karang Taruna) is also a participant in realizing the achievements of the Sugihwaras Village BUMDes. The following is an interview with the Head of the Sugihwaras Village Youth Organization:

"The implementation of the Jaya Mandiri BUMDes heavily involves Karang Taruna in various aspects. As a youth organization in Sugihwaras Village, it supports these activities, for example, through graphic design and screen printing training. Several members

of the Tunas Mandiri Youth Organization held graphic design and screen printing training for the village community, especially in Sugihwaras Village. This training included training skills, entrepreneurial skills, business management, and developing local products in Sugihwaras Village. Thus, BUMDes Jaya Mandiri collaborated with the Tunas Mandiri Youth Organization. The role of BUMDes Jaya Mandiri was to facilitate the place and budget and in the implementation of the screen printing training.

The Jaya Mandiri Village-Owned Enterprise (BUMDes) has effectively and efficiently implemented formulated strategies into its daily operational activities. The marketing strategy, implemented through a "pick-up" approach, demonstrates that the BUMDes does not simply wait for customers to come to them but actively seeks out opportunities within the community. This enables the achievement of targets and benefits for the Sugihwaras Village community.

The strategy implementation process at the Jaya Mandiri BUMDes demonstrates a comprehensive approach and involves various elements of the village community. The focus on services and marketing through a "pick-up" approach demonstrates that the Jaya Mandiri BUMDes strives to be adaptive and responsive to market needs. Despite challenges such as limited human resources and competition with other local businesses, the BUMDes strives to overcome them through a proactive and collaborative approach, particularly with youth organizations like Karang Taruna. Community involvement in implementation demonstrates that the Jaya Mandiri BUMDes functions not only as an economic entity but also as a social empowerment instrument that helps increase community capacity and create new business opportunities. However, for long-term sustainability, the BUMDes needs to focus on internal strengthening, particularly in management and administration, and continue to encourage broader community participation.

Evaluation and Control

The final indicator is evaluating and controlling the performance of the Village-Owned Enterprise (BUMDes) based on the implementation of the strategies implemented. Evaluations will be conducted periodically to ensure that the strategies implemented are aligned with their initial objectives.

"Evaluation results also often serve as the basis for developing new programs that better align with the needs of the village community. For example, if the evaluation reveals new opportunities in a particular sector, we will try to develop new business units that can capitalize on these opportunities. Overall, evaluations serve as a very useful reflection tool to ensure that BUMDes Jaya Mandiri continues to grow and is able to meet community needs more effectively."

Furthermore, the Head of BUMDes Jaya Mandiri, a key informant, expressed this opinion:

"Evaluations of BUMDes Jaya Mandiri are conducted at least once a year, while monitoring activities are usually conducted every six months. Based on the results of this evaluation, BUMDes Jaya Mandiri can serve as a reference for the future. For example, in June 2024, an evaluation will be conducted, resulting in recommendations that will serve as a reference for the next six months, both as motivation and as a guideline for what has been recommended by the village government, BPD, community members, religious leaders, and youth leaders. This will ensure that the recommendations can run smoothly."

4. CONCLUSION

BUMDes Jaya Mandiri in Sugihwaras Village has a strong institutional foundation involving village government officials, the Village Consultative Council (BPD), community leaders, and youth. This involvement creates synergy between experience and innovation, which is an important social capital in BUMDes management. The role of Karang Taruna specifically strengthens the participation of the younger generation and supports social cohesion at the village level. The external environment provides positive support for BUMDes development through partnerships with the community and third parties. However, the level of understanding and involvement of some community members is still low, indicating the need for a more inclusive communication strategy so that the benefits of BUMDes can be felt equally by all villagers. The BUMDes strategy is formulated in a participatory and inclusive manner so that it can be adapted to local needs and market opportunities. The implementation of this strategy is oriented towards the socio-economic empowerment of the community. However, limited human resources and business competition are obstacles that need to be overcome through increased managerial capacity and innovation in BUMDes services. Evaluation and control are carried out periodically with the involvement of various stakeholders, which strengthens the accountability and legitimacy of BUMDes. The results of the evaluation, which produce strategic recommendations, form an important basis for continuous improvement, thereby strengthening the role of BUMDes as a driving force for a sustainable and inclusive village economy.

REFERENCES

- 1) Artisa, R. (2023). Strategi peningkatan partisipasi masyarakat dalam perencanaan sustainable development goals (sdgs) desa. studi kasus: desa ciburial, kecamatan cimencyan, kabupaten bandung, jawa barat. *Inovasi Pembangunan Jurnal Kelitbangan*, 11(01), 61. <https://doi.org/10.35450/jip.v11i01.349>
- 2) Febryani, H., Nurmalia, R., Lesmana, I., Ulantari, N., Dewi, D., & Rizky, N. (2019). Keberadaan badan usaha milik desa (bumdes) sebagai penguatan ekonomi desa abiantuwung. *Jurnal Ilmiah Akuntansi Dan Humanika*, 8(1). <https://doi.org/10.23887/jinah.v8i1.19865>

- 3) Jaya, B., Muhtar, E., & Darto, D. (2021). Perencanaan strategis pembangunan desa dalam rangka pengembangan potensi ekonomi lokal. *Jurnal Sains Sosio Humaniora*, 5(2), 1061-1076. <https://doi.org/10.22437/jssh.v5i2.16484>
- 4) Karyana, Y. (2023). Inovasi pemberdayaan bumdes sebagai simpul penggerak ekonomi masyarakat desa. *Populika*, 11(1), 41-49. <https://doi.org/10.37631/populika.v11i1.731>
- 5) Maryanti, E., Biduri, S., & Sari, H. (2023). Peningkatan ekonomi masyarakat melalui pendampingan badan usaha milik desa. *Jurnal Karinov*, 6(3), 175. <https://doi.org/10.17977/um045v6i3p175-178>
- 6) Miles, M. B., Huberman, A. M., & Saldana, J. (2014). *Qualitative Data Analysis, A Methods Sourcebook*. SAGE Publications Inc.
- 7) Putra, T., Yennie, Y., Murti, D., Fauzi, G., & Prihatno, P. (2024). Pendampingan pengembangan desa wisata tamanmartani. *sabangka*, 3(02), 28-34. <https://doi.org/10.62668/sabangka.v3i02.968>
- 8) Rahayu, S. and Febrina, R. (2021). Pemberdayaan masyarakat desa melalui bumdes di desa sugai nibung. *Jurnal Trias Politika*, 5(1), 49-61. <https://doi.org/10.33373/jtp.v5i1.2905>
- 9) Rahmadani, A. and Gunawan, G. (2023). Pengembangan desa wisata religi berbasis budaya lokal di desa nyatnyono. *Indonesian Journal of Anthropology*, 8(2), 87. <https://doi.org/10.24198/umbara.v8i2.46802>
- 10) Rahmi, R., Hamid, E., & Yanita, M. (2023). Peran badan usaha milik desa (bumdes) dalam meningkatkan pendapatan asli desa (pades) di kecamatan tebing tinggi kabupaten tanjung jabung barat. *Jurnal Ilmiah Sosio-Ekonomika Bisnis*, 25(02), 38-45. <https://doi.org/10.22437/jiseb.v25i02.19324>
- 11) Soegiarto, D., Nijwah, I., Fahira, K., Norikun, B., Masruri, M., & Wicaksono, E. (2024). Optimalisasi kapasitas manajerial bumdes sido makmur sejahtera (simase) di desa pedawang, kecamatan bae, kabupaten kudus. *Jurnal Pengabdian Masyarakat Progresif Humanis Brainstorming*, 7(1), 42-53. <https://doi.org/10.30591/japhb.v7i1.6079>
- 12) Sofyan, A., Jumiaty, I., & Maulana, D. (2022). Implementasi good governance badan usaha milik desa (bumdes) di desa sukalaksana kecamatan samarang kabupaten garut.. *Sawala Jurnal Administrasi Negara*, 10(2), 292-308. <https://doi.org/10.30656/sawala.v10i2.5723>
- 13) Sugiyono. (2018). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Alfabeta.
- 14) Sunarti, S., Damayanti, M., Esariti, L., Rahdriawan, M., & Medina, N. (2022). Tantangan pengembangan wisata berdasarkan dinamika partisipasi masyarakat desa montongsari, kabupaten kendal. *Jurnal Pembangunan Wilayah Dan Kota*, 18(4), 367-380. <https://doi.org/10.14710/pwk.v18i4.49740>
- 15) Yulian, D. (2022). Peran badan usaha milik desa (bumdes) "maju bersama" dalam pengembangan ekonomi di desa tunjungtirto, kecamatan singosari, kabupaten malang, provinsi jawa timur. *Journal of Economic and Social Empowerment*, 2(01), 114-124. <https://doi.org/10.22219/joesment.v2i01.19164>