

Original Article

Qualitative Research: Institutional Innovation Towards Resilient Village-Owned Enterprises (BUM Desa) In the Competitive Era in Indonesia

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Abstract: This research is from the challenges faced by Village-Owned Enterprises (BUM Desa) in Indonesia, particularly in the Special Region of Yogyakarta. A major issue, as highlighted in a previous study (Siswanti et al., 2023), is the limited capacity and competence of institutional entrepreneurs in BUM Desa, resulting in many of these enterprises going bankrupt, suffering long-term losses and having little hope for sustainability in the future. This study focuses on a single BUM Desa as a pilot project, specifically BUM Desa Katon Margo Sembada, Sleman, Yogyakarta, Indonesia. The objective is to implement the institutional innovation model developed from previous research (Siswanti et al., 2023) and assess the impact of training on fostering institutional innovation in managing BUM Desa to become more agile and successful in today's competitive era. The research employs a qualitative case study method, adhering to established guidelines and principles. The findings from the initial stages of the training show that the institutional entrepreneurs regained motivation to continue learning and enhancing their competencies in managing BUM Desa. During the training implementation phase, it was discovered that institutional innovations, such as strengthening the vision and mission of BUM Desa, public policy systems, organizational structure, managerial and leadership capabilities, internal and external accountability systems, organizational culture, human resources, and environmental development, are crucial for all institutional entrepreneurs to consider. In the training outcomes phase, it was found that institutional entrepreneurs had fully recognized the importance of institutional innovation and were able to design such innovations more systematically to achieve the effectiveness and efficiency of BUM Desa. The recommendation for future training is the need for continuous programs that enhance the ability to design institutional innovations in line with the external environmental demands faced by BUM Desa.

Keywords: Qualitative Research, Institutional Innovation, Village-Owned Enterprises (BUM Desa).

I. INTRODUCTION

Village-owned enterprises (BUM Desa) are institutions owned and controlled by specific community groups with the aim of creating and developing the local economy. According to Oktaviani et al. (2020) and Sa'diyah (2018), community empowerment can be conducted by BUM Desa to independently manage the diverse resources they possess. This activity can create job opportunities and subsequently reduce poverty levels and increase residents' incomes. The potential of BUM Desa to serve as a catalyst for development in rural or neglected areas by providing technical, administrative, and financial support for the growth of local businesses is significant. According to Azhari et al. (2023) and Siswanti et al. (2023), BUM Desa is not just capable but has the potential to drive economic innovation, diversify local economies, and reduce dependence on the agricultural sector.

Most Village-Owned Enterprises (BUM Desa) still face significant challenges, particularly in acquiring competent human resources to manage them. These human resources are often referred to as institutional entrepreneurs. The lack of skilled and competent personnel can hinder BUM Desa's efforts to diversify its business and maximize the local economic potential (Agunggunanto & Kushartono, 2016; Ibna et al.; Achmad et al.; Bayu Wijayantini; Rendy et al., 2022; Yulinartati & G, 2021). According to Audey & Ariusni (2019), Sakir et al. (2021), and Siswanti et al. (2023), inadequate managerial skills and expertise within BUM Desa obstruct effective and sustainable business management.

This research focuses on the Village-Owned Enterprise (BUM Desa) Katon Margo Sembada in Sleman, Yogyakarta, which is one of the village-owned enterprises with significant potential due to its strategic location, being close to the Bawen - Jogja Toll Road and having easy access to the toll entrance and exit. BUM operates four business units, including brick

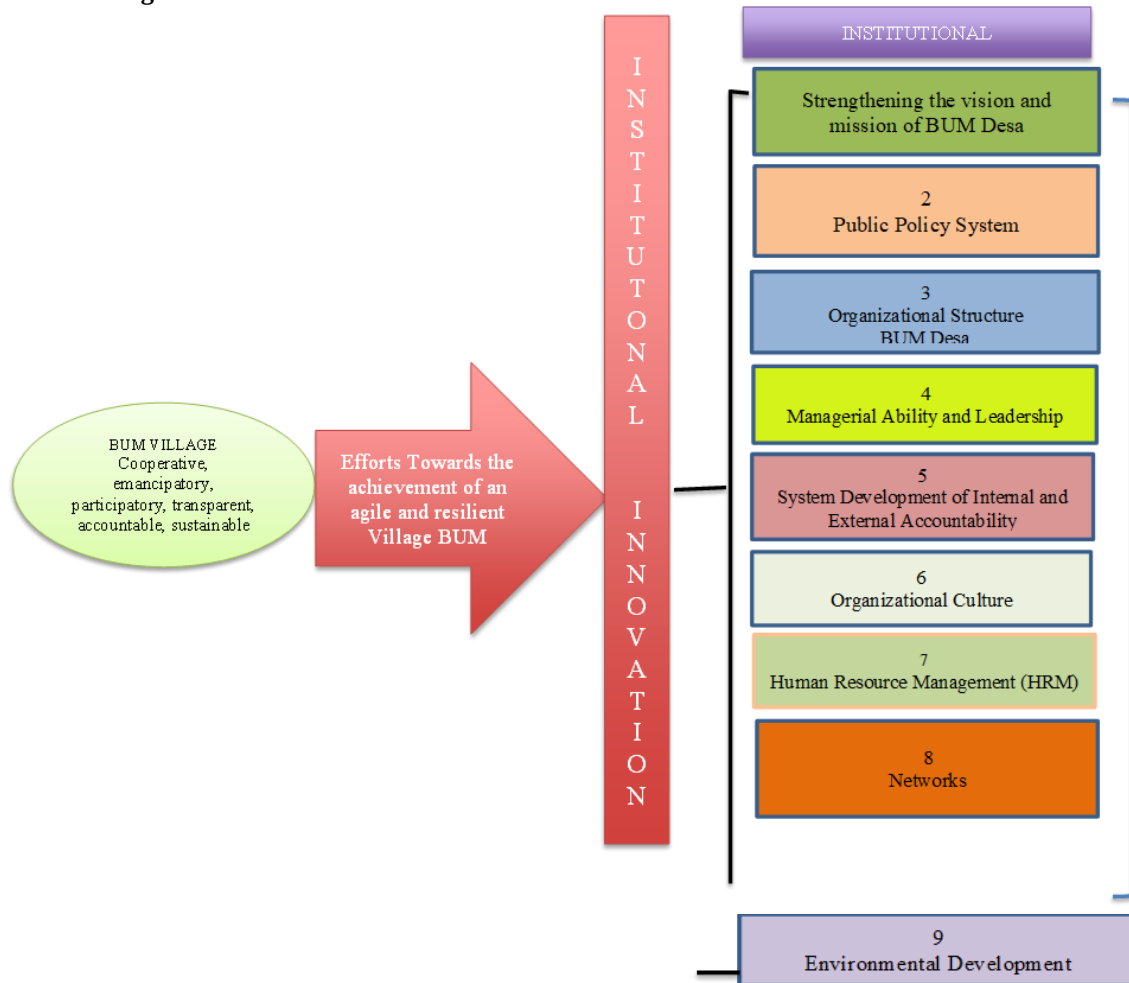


production, a batik gallery, a minimarket, and a banking agency. The challenge for the Village-Owned Enterprise (BUM Desa) Katon Margo Sembada at present is that its management and operations are still very minimal. It occurs due to the limited capacity of human resources possessed by both the managers and the supervisors. This situation makes village-owned enterprises difficult to develop, as the management of village-owned enterprises is not supported by adequate institutional quality. It is exacerbated by the inability to optimize technology (digital skills) in managing village-owned enterprises. The operational process of the Village-Owned Enterprise (BUM Desa) Katon Margo is still ongoing until now, one of which is the mini market. Other efforts, such as batik, brick production, and banking agencies, cannot be continued due to the stalled institutional functions.

This study directly tests the institutional innovation model for Village BUM made by researchers in the previous year (Siswanti et al., 2023), especially in the institutional part. This institutional innovation model has been registered by researchers at the Ministry of Law and Human Rights of the Republic of Indonesia. The Village BUM that was used as a pilot project in this research was the Village BUM of Margo Katon, Seyegan, Sleman Yogyakarta, Indonesia.

As professionals in the field of community development, economic innovation, and institutional management, your role in understanding and implementing the proposed model is crucial. There are two (2) main parts in the innovation model, namely, the institution of the Village BUM and its actors (managers and supervisors of the Village BUM). Based on this background, this research employs a qualitative approach/method to examine the role of institutional innovation among village entrepreneurs from the elements of strengthening the vision and mission of Village-Owned Enterprises (BUM Desa), public policy systems, organizational structure, managerial and leadership capabilities, the development of internal and external accountability systems, organizational culture, human resources, and environmental development towards resilient BUM Desa in a competitive era.

Figure 1: DESIGN OF BUM DESA INSTITUTIONAL INNOVATION MODEL





Source: Siswanti, Yuni et al., 2023

II. LITERATURE REVIEW

A) *Strengthening the Vision and Mission of Village-Owned Enterprises*

Strengthening the vision and mission of village-owned enterprises (BUM Desa) is very important to ensure that the organization or company stays on the right track in achieving its goals. Several steps that can be taken to strengthen the vision and mission of village-owned enterprises (BUM Desa) are: clearly defining objectives, involving all parties, effective communication, evaluation and adjustment, as well as consistent implementation.

B) *Public Policy System*

According to Lasswell and Kaplan, the public policy system is a system that involves public policies, including programs aimed at achieving goals and values in directed practices. The objective of public policy is to ensure that the public can obtain values related to both public goods and public services. (public service). In Law No. 6/2016 (Village Law), the existence of Village-Owned Enterprises (BUM Desa) is definitively mentioned, specifically in Article 213: (1) Villages may establish village-owned enterprises according to the needs and potential of the village; (2) The village-owned enterprises referred to in paragraph (1) shall adhere to the laws and regulations; (3) The village-owned enterprises referred to in paragraph (1) may take loans in accordance with the laws and regulations. From this article, it is known that the Village-Owned Enterprises are under the control of the village government.

C) *Organizational Structure*

The organizational structure serves as a hierarchical outline that describes the various components that make up an organization, where each individual or Human Resource has their own position and function. The organizational structure in a Village-Owned Enterprise (BUM Desa) must be clear in accordance with the respective positions and functions.

D) *Managerial and Leadership Skills*

Managerial and Leadership skills in Village-Owned Enterprises (BUM Desa) are essential for achieving resilient and agile BUM Desa in a competitive era. Managerial skills encompass the knowledge, abilities, and attitudes required to effectively and efficiently manage people, resources, and processes within an organization. This includes various aspects such as leadership skills, planning, organizing, directing, controlling, and communication.

E) *Development of Internal and External Accountability Systems*

The development of internal and external accountability systems in Village-Owned Enterprises (BUM Desa) is crucial to ensure transparency, integrity, and good performance within the organization. Internal accountability (internal audits, internal controls, internal reporting), as well as external accountability (external audits, public transparency, complaint mechanisms), must be carried out continuously to guarantee the sustainability of BUM Desa.

F) *Organizational Culture*

According to Robbins and Judge (2019), organizational culture is a system of shared meanings understood and embraced by its members, distinguishing that organization from others. The Village-Owned Enterprises (BUM Desa) are very important to have and implement an organizational culture in order to shape the attitudes and behaviors of resilient and agile members of the BUM Desa.

G) *Human Resources (HR)*

Human resources (HR) must be managed well according to their functions so that they can perform their roles in accordance with the duties and functions within the institution/organization. SDM in Village-Owned Enterprises includes the Village Head and village officials, the managers of Village-Owned Enterprises (Head, secretary, treasurer, and staff), and supervisors. The quality of human resources includes the ability to adapt to technology.

H) Environmental Development

Environmental development related to institutions encompasses various important aspects to create a conducive environment for the growth and sustainability of organizations. The development of the environment for Village-Owned Enterprises (BUM Desa) is one crucial aspect to be considered in fostering agile BUM Desa institutions. The development of this environment includes: institutional roles, development strategies, the framework for village-owned enterprises and social environment, as well as empowerment. In the era of Society 5.0, adapting to technology is an inevitability. With adaptation, an individual will gain more opportunities, even crossing administrative borders. The SDM in village-owned enterprises is also required to have skills in this area. (Mondal, A. and Mete, 2012); (Tallon et al., 2011); (Lee et al., 2015); (Lu et al., 2011) (Yao et al., 2012).

I) Institutional Theory

Institutional theory emphasizes game rules (which maintain the social system in order and serve as a tool for conflict resolution) and institutional structures. Society is governed and guided by a variety of statutory and informal regulations. In this example, society responds to a reward system expressed in a culture's norms, rules, and attitudes. This compensation system ultimately promotes creativity. Individuals are inspired to do something because they see a beneficial outcome. The upshot of this is the establishment of a suitable social environment responsive to improvement ideas, which has an impact on increasing chances for creativity to arise (Siswanti et al., 2023).

III. RESEARCH METHODOLOGY

This research was conducted using a qualitative method, specifically a case study. In a case study, the researcher explores a specific phenomenon (case) within a certain time and activity (program, event, process, institution, or social group) and collects detailed and in-depth information using various data collection procedures over a specific period. (Creswell, 1998). In this research, the case type is a single type, specifically at the Village-Owned Enterprise (BUM Desa) Margo Katon Sembada in Sleman, Yogyakarta.

The sequence of qualitative research in this case study includes (Asmussen & Creswell, 1995), Raharjo (2017):

1. Selection of Theme: The theme of this research is to examine the role of training in the institutional capacity of village-owned enterprises (BUM Desa) in relation to their readiness to implement institutional innovations at BUM Desa Margo Katon Sembada Sleman Yogyakarta.
2. Literature collection: Formulation of the research problem focus. The focus of this research problem is to examine the role of training for village-owned enterprises (BUM Desa) in relation to their readiness to implement institutional innovations at the Margo Katon Sembada BUM Desa in Sleman, Yogyakarta.
3. Data Collection: Data collection in this research was conducted through interviews with four managers of the Margo Katon Sembada Village-Owned Enterprises, observation, and documentation.
4. Data refinement
5. Data processing: The researcher checks the accuracy of the data, organizes the data, performs coding, classifies the data, and corrects unclear interview responses.
6. Data Analysis: Process Essentially, data analysis is an activity aimed at giving meaning or interpreting data by organizing, sorting, grouping, coding or marking, and categorizing it into parts based on certain classifications, thereby leading to findings related to the proposed problem statement.
7. Theoretical Dialogue: To produce a conceptual finding in the form of a "thesis statement," after the research question has been answered, the researcher engages in a dialogue between the findings and the theory.
8. Triangulation of Findings: the findings are not considered biased, researchers need to perform triangulation of the findings, often referred to as confirmability, by reporting the research findings to the interviewed informants.
9. Conclusion

The research location is at the Village-Owned Enterprise of Katon Margo Sembada in the Margokaton showroom complex on Kebonagung Street, Km. 17 Susukan III Margokaton, Seyegan, Sleman, Special Region of Yogyakarta. The informants in this research are the Director, Advisor 1, Secretary, Treasurer, and Head of Unit. The data source used in this research is primary data.

The data collection techniques in this research involve interviews and observations. An interview with five key informants to gather information about the actual condition of the Village-Owned Enterprise Katon Margo Sembada. Key informants in the Wiralembagawan include the director, advisor, secretary, treasurer, and unit head.

Participant observation

The in-depth observation was carried out by the researcher on the behaviour of the five respondents to observe firsthand how the nine key elements in the Village BUM institution can strengthen the institutional quality of the Village BUM in facing

a competitive era. Focus group discussion (FGD) was conducted with the five respondents (key informants) to collect information about their experiences in implementing the nine key elements of the Village BUM institution. Researchers use cameras, recording tools, working paper, and pens in the process of gathering information. The use of cameras and recording devices is, of course, with the knowledge and permission of the respondents. Each key informant was quite enthusiastic about answering every researcher's question and answering in detail without feeling pressured at all. Interviews with each key informant take about three to five hours. The key informant determines the interview time.

IV. RESULTS AND DISCUSSION

Interviews were conducted in-depth with 5 community business actors at the Village-Owned Enterprise (BUM) Margo Katon Sembada to assess the importance of institutional innovation that community business actors should possess. The questions posed during the interviews with the five community business actors included:

Preliminary interview related to the descriptive informant consisting of name, age, education level, duration of involvement in the Margo Katon Village-Owned Enterprise, and experience as a community entrepreneur. The interview then continued with questions related to the understanding and role of institutional innovation in village-owned enterprises (BUM Desa). Some of the questions that were raised are:

1. What is your perception of the vision and mission of the Margo Katon Sembada Village-Owned Enterprise? How long has the vision and mission been formulated? How strong is your understanding of the vision and mission? How strong is the internalization of vision and mission for him as an individual and as an entrepreneur? Do you feel that the vision and mission of the Village-Owned Enterprises (BUM Desa) have a positive impact on individuals and the BUM Desa itself?
2. What is your perception of the public policy that has been supporting the Margo Katon Sembada Village-Owned Enterprises so far? Has the village government been maintaining continuous communication with informants all this time? Does the village administration provide an opportunity for community organizations to give input regarding policies for the operations of village-owned enterprises?
3. To what extent does the organizational structure of the Village-Owned Enterprises (BUM Desa) currently benefit institutional entrepreneurship? What is the process of forming the organizational structure in village-owned enterprises (BUM Desa)?
4. What is your perception of your managerial and leadership abilities as an entrepreneur? What is your opinion on the importance of managerial and leadership skills for the Village-Owned Enterprise (BUM Desa) Katon Margo Sembada?
5. What is your perception of the internal and external accountability systems in the Margo Katon Sembada Village-Owned Enterprises so far? How do you ensure that the internal and external accountability systems of village-owned enterprises meet the elements of transparency, integrity, and good performance? Internal accountability (internal audit, internal control, internal reporting), as well as external accountability (external audit, public transparency, complaint mechanisms), must be carried out continuously to ensure the sustainability of village-owned enterprises.
6. What is your perception of the organizational culture that has been implemented at the Margo Katon Sembada Village-Owned Enterprise? To what extent can the organizational culture in place open up the horizons of institutional entrepreneurship to continuously learn and improve oneself?
7. What is your opinion on the quality of human resources in village-owned enterprises (BUM Desa) so far? Please share your perception regarding the quality of the village-owned enterprises (BUM Desa)! What training is needed to improve the quality of institutional entrepreneurship? What is your opinion on the ability to adapt to technology?
8. What is your opinion on environmental development, specifically regarding the role of institutions in the advancement of village-owned enterprises (BUM Desa)? What development strategies have been implemented by village-owned enterprises (BUM Desa)? To what extent does the current framework of Village-Owned Enterprises (BUM Desa) contribute to the success of BUM Desa now and in the future? To what extent does the social framework established in village-owned enterprises benefit the entrepreneurs and members? To what extent has empowerment been carried out in village-owned enterprises so far?

The responses from the five informants were compiled in detail to refine the data obtained. The process of refining this data is important because the responses from informants in qualitative research are often incomplete and difficult for researchers to understand, which can lead to biased interpretations. Next, the researchers processed the data, which included checking the accuracy of the data, organizing the data, performing coding, classifying the data, and correcting unclear interview responses.

The coding process begins with creating an initial code based on observable patterns, followed by additional codes based on more specific patterns. Categorization of codes is done after the additional codes, by grouping them into larger categories. The next step is to review and revise the codes and categories to ensure that they accurately and consistently represent the data.

An important transcript is to be created at the beginning before coding. The transcript that the researcher compiles, for example, involves the researcher interviewing one of the village-owned enterprise (BUM Desa) officials from Margo Katon Sembada about their experiences related to the institutional innovations carried out by the BUM Desa.

Theme: experience as secretary of BUM Desa Informant (1): village-owned enterprise secretary

"I have been the secretary of the Margo Katon Sembada Village-Owned Enterprise for only six months." Previously, I was a regular member for 4 years. I don't know what kind of institutional innovations have been implemented by the village-owned enterprise managers before. Because there is a lot of information that I should know as a secretary, I cannot find it on the village-owned enterprise computer. Similarly, when I asked the previous managers, most of them replied: that the data is on the computer. Since the data on the computer relates to the institutional innovations that have been implemented by the previous managers, I tried to create a manual list. I also don't know for sure if the vision and mission of the Village-Owned Enterprises have been made a guideline for the work behavior of the old management or if it's just a slogan."

"Regarding the public policies that have been implemented by the village government: in my opinion, they are still very limited." This is evident from the fact that the village government only collects contributions from the Village-Owned Enterprises once a year but provides minimal training and support. The village government only contributed a number of assets at the beginning of the mini market's operations (one of the village-owned enterprises) in the form of the goods sold. Furthermore, the management of the Village-Owned Enterprises is requested to carry out business processes to generate profit from the business operations of the minimarket."

"The quality of human resources is still very minimal." Not many people master IT. Only one in five entrepreneurs understand IT applications and their operations. The majority of the existing human resources are over 35 years old. "This situation is worsening because it relies solely on one person who is skilled in IT; if that person is sick or on leave for a certain period, then the Village-Owned Enterprise does not operate as it should."

The results of the transcript were then extracted into code.

1. Code: secretary of the new village-owned enterprise for six months, regular member for four years, unaware of the forms of institutional innovation being implemented.
2. Then, this code is grouped into larger categories. Theme: experience as a member / before becoming the secretary of the Village-Owned Enterprise
3. theme: they don't understand institutional innovation by the old management.
4. theme: A lot of village BUM data is not found on the computer.
5. theme: will create a list of assets manually

The coding and thematic process described above is how researchers detail information from interviews and organize it into interpretable findings. The results of the coding process are followed by data analysis. The data analysis is categorized by the researcher based on levels or categories.

The researchers also conducted several focus group discussions with the five institutional entrepreneurs. The results of the focus group discussion (FGD) indicate that the main challenges faced by BUM Desa Katon Margo are:

1. The need for leadership quality in managing BUM Desa (Village-Owned Enterprises).
2. Limited access to the asset management recording system, preventing the latest BUMDes management from accessing records from previous periods.
3. Communication difficulties between BUMDes officials and urban communities lead to misunderstandings between both parties.
4. Challenges in managing relationships with partners that need to be addressed in corporate cooperation.
5. The need for marketing ability to promote its products (Minimarket) and partner products. (UMKM).

The results of this research are relevant to the institutional innovation model strategy of BUM Desa (Siswanti et al., 2023). According to Siswanti, Heriningsih, and Dewi Novianti (2023), agile and resilient BUM Desa requires strong institutions such as competent human resources, quality management and leadership, as well as system development. This includes the development of internal and external accountability systems, as well as managerial and leadership competencies. Just like to be agile and resilient, BUM Desa requires competent institutionalization, including human resources, social capital, knowledge, and relationships. The results of this research indicate that strengthening the vision and mission of Village-Owned Enterprises (BUM Desa), public policy systems, organizational structure, managerial and leadership capabilities, the development of internal and external accountability systems, organizational culture, human resources, and environmental development are vital elements in institutional innovation that all institutional entrepreneurs should pay attention to in order to achieve resilient BUM Desa in a competitive era.

V. CONCLUSION

The findings of this research indicate that institutional innovation, which consists of strengthening the vision and mission of Village-Owned Enterprises (BUM Desa), public policy systems, organizational structure, managerial and leadership capabilities, the development of internal and external accountability systems, organizational culture, human resources, and environmental development, are vital elements of institutional innovation that all stakeholders should pay attention to in order to create resilient BUM Desa in a competitive era. Future research could be expanded to include more BUM Desa located in other provinces, thereby reinforcing the current research results regarding the importance of institutional innovation in every organization for long-term success.

According to Cresswell (1989), case study research aims to uncover peculiarities or the uniqueness of the characteristics contained in the case studied. The case is the cause of Case study research and is, therefore, the main purpose and focus of case study research in the case that is the object of research. Case studies involve collecting a lot of data because researchers are trying to build an in-depth picture of a case. Therefore, a good analysis is needed in order to be able to compile a detailed description of the cases that arise. For example, the analysis of a theme or issue, namely the analysis of a case context or setting where the case can describe itself. Case Studies focus on one particular object that is raised as a case to be studied in depth so that able to dismantle the reality behind the phenomenon. Especially in this research, it can be seen that there is still a lack of institutional innovation in Village BUM managers, so it is still needed to improve the quality of human resources to bring Village BUM to the ability to survive and continue to exist in the current and future competitive era. The five key informants understood the importance of institutional innovation capabilities consisting of:

1. Strengthening the vision and mission of the Village BUM institution.
2. Public policy systems.
3. Agile organizational structures.
4. Managerial and leadership skills.
5. Development of internal and external accountability systems.
6. Strong organizational culture.
7. Human resources.
8. Networking.
9. Agile environmental development.

The results of this case study research show that the managers of the BUM of Katon Margo Village need special and intensive training related to strengthening this institutional innovation. The village, as the father of the Village BUM, should immediately take quick action by providing opportunities for Village BUM managers to take part in the training. The results of this training must be implemented in the Village BUM, and evaluation must be carried out after one to two years of institutional innovation successfully implemented by the manager.

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