

The Implementation of Social Entrepreneurship Values in Village-Owned Enterprise (BUMDes): Is it Favorable?

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Abstract

This study focuses on the integration of social entrepreneurship values in Village-Owned Enterprises (BUMDes) in Indonesia. Aiming to assess the factors influencing the success as well as the challenges, this study emphasizes how BUMDes strategically target social problems including poverty, resource access, and economic inequality to generate positive socio-economic outcomes for the community. However, limited resources and inadequate managerial capacity are widely reported to hinder their effectiveness. This qualitative research collected the data from observation and interviews with respondents managing the BUMDes. The analysis of qualitative data from six BUMDes in Java reveals that government support, partnerships, and active community involvement are essential to address the challenges. The findings suggest that with better strategic support and community collaboration, BUMDes have the potential to achieve their social goals and support local economic resilience, making a substantial contribution to sustainable rural development in Indonesia.

Keywords: Social Entrepreneurship, Village-Owned Enterprise (BUMDES), Social Value

Implementasi Nilai-Nilai Kewirausahaan Sosial pada BUMDes

Abstrak

Penelitian ini berfokus terhadap integrasi nilai-nilai kewirausahaan sosial dalam Badan Usaha Milik Desa (BUMDes) di Indonesia, dengan tujuan untuk menilai faktor-faktor yang mempengaruhi keberhasilan dan tantangan yang dihadapi. Studi ini menyoroti bagaimana BUMDes mengimplementasikan penargetan masalah sosial untuk mengatasi isu-isu seperti kemiskinan, akses sumber daya, dan ketimpangan ekonomi, sehingga menciptakan dampak sosial ekonomi yang positif di dalam komunitas. Namun, tantangan seperti keterbatasan sumber daya dan kapasitas manajerial yang kurang memadai menghambat efektivitas mereka. Dengan menganalisis data kualitatif dari enam BUMDes di Jawa. Studi ini mengungkapkan bahwa dukungan pemerintah, kemitraan, dan keterlibatan aktif masyarakat sangat penting untuk mengatasi tantangan tersebut. Temuan ini pada akhirnya menunjukkan bahwa dengan dukungan strategis yang lebih baik dan kolaborasi komunitas, BUMDes dapat lebih efektif memenuhi misi sosialnya dan memperkuat ketahanan ekonomi lokal, yang berkontribusi secara signifikan terhadap pembangunan pedesaan yang berkelanjutan di Indonesia.

Kata Kunci: *Social Entrepreneurship*, Badan Usaha Milik Desa (BUMDES), Nilai Sosial

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INTRODUCTION

The concept of social entrepreneurship has become an innovative approach in solving various social and economic challenges, especially in developing countries such as Indonesia. This concept combines business objectives and social missions by establishing economic value while providing social benefits to the community (Bacq & Lumpkin, 2019). Social entrepreneurship integrates business principles with social missions, aiming to create economic value while generating positive social impacts (Battilana & Lee, 2020). The application of social entrepreneurship values not only leads to increased economic welfare but also to the creation of sustainable solutions to social problems, such as unemployment and poverty (Santos et al., 2021).

In Indonesia, Village-owned enterprises (Badan Usaha Milik Desa, hereafter called “BUMDes”) are established to implement social entrepreneurship as a means to improve the village communities’ welfare through community-based business management. Setiawan et al. (2020) defined social entrepreneurship in this context as a process of building communities or transforming institutions to address social challenges in villages by developing BUMDes as a means to foster welfare improvements and greater economic independence. BUMDes is intended to utilize local potential in creating new economic opportunities and strengthening village economic capacity (Supriyanto & Setiyono, 2020). However, various challenges including inadequate resources, dependence on government assistance, and regulatory ambiguity emerge while BUMDes attempt to develop social entrepreneurship value (Fitriani et al., 2024; Kania et al., 2020).

The social problem targeting approach has become an increasingly important strategy in the context of social entrepreneurship, especially in addressing various social challenges in developing countries. This approach identifies specific social problems by developing innovative solutions through sustainable business practices (Doherty et al., 2020). In contrast, the traditional approach relies on established principles with rigid structures and top-down procedures, mainly emphasizing efficient processes and predictable outcomes. The new approach, however, prioritizes flexibility, collaboration and innovation. This paradigm is oriented towards adaptation to dynamic environmental changes. Therefore, the new approach is better suited for analyzing the value of social entrepreneurship. This concept emerged in response to the inability of traditional approaches in addressing complex social problems including poverty, inequality, and access to basic services (Smith & Besharov, 2019). By adopting social problem targeting approach, organizations can prioritize social goals and business strategies that generate positive impact.

Previous research shows that possible challenges including limited capital, innovation capabilities, and adaptation to changes in the business environment may occur during the implementation of social entrepreneurship in community-based organizations (Kickul et al., 2020). In addition, social entrepreneurship values, such as sustainability and community empowerment, often require collaborative strategies between stakeholders to increase social impact (Dees & Anderson, 2020). However, to the best of the researcher's knowledge, research that explores the values of social entrepreneurship in BUMDes remains difficult to find. Previous research focuses more on identifying various challenges related to BUMDes

implementation, including the lack of transparency in BUMDes financial and operational reporting to the community (Anggraeni, 2016), lack of adequate support and collaboration from stakeholders (Kania et al., 2020), and conflicts of interest in BUMDES operations (Budiono, 2015; Kurniasih et al., 2018). Given the importance of implementing social entrepreneurship in community-based organizations, the researchers are interested to contribute further in exploring social entrepreneurship values in BUMDes and understand the way BUMDes can effectively adopt social entrepreneurship values to deal with the operational challenges.

This study aims to analyze the implementation of social entrepreneurship values in BUMDes in Indonesia, focusing on the factors influencing success and the challenges faced along the way. In this sense, this research is expected to provide new knowledge for strengthening the role of BUMDes in achieving village-level economic and social development goals.

Literature Review

Social entrepreneurship differs from other forms of entrepreneurship in that social entrepreneurship aims to promote social values and development, instead of simply pursuing economic value (Mair & Marti, 2020). Hulgard (2010) defines social entrepreneurship more comprehensively as creating social value in society through a process of cooperation between individuals and community organizations. Similarly, Cukier et al. (2011) definition of social entrepreneurship emphasizes the efforts of individuals with social problems' awareness and use their entrepreneurial understanding to bring social changes into fruition, especially in the fields of education, health, and welfare.

Social entrepreneurship has four main elements, including social problem targeting, social mission, social value, and social capital (see Figure 1). These four aspects also have indicators that encourage optimal implementation of social entrepreneurship.

1. Social Problem Targeting

Social problem targeting is the main element in social entrepreneurship. According to Khandelwal et al (2022), social entrepreneurs focus on solving social problems that occur in their communities. In this context, social entrepreneurs strive to solve problems that aim to encourage the social and economic values' development. A social entrepreneur always thinks about being involved in solving social problems. Existing social issues are used to increase business partners while involving themselves in numerous innovation processes. Innovation occurs because of a sense of dissatisfaction with the conditions faced by society (Anderson & Zhou, 2014). In addition, the opportunity to improve the situation makes social entrepreneurs act as agents of change who are able to find improvements to a problem and increase social values in various fields (Cavalcanti, 2021).

Social entrepreneur groups strive to address social problems that draw little attention from the government, including the establishment of integrated waste processing facilities, the provision of mobile libraries, health education for residents in remote areas, and education on the utilization of yard land for productive crops. Social

entrepreneurs help to resolve these social problems because they implement it with a spirit of devotion and high dedication (Dwianto, 2018).

2. Social Mission

Rusado-cubero et al. (2022) refer entrepreneurs as individuals who are willing to take risks and embrace challenges. In this light, individuals with social entrepreneur nature will be much braver in making decisions to solve social problems. Social entrepreneurs have a distinct mission compared to other entrepreneurs. They make sure that their acts positively affect the society (Santos, 2012). In carrying out this mission, social entrepreneurs always partner with stakeholders. In addition, various indicators are commonly used to evaluate the success of their mission, including the number of beneficiaries, improved quality of life, and increased community income (Alonso-Martinez et al., 2021).

3. Social Value

Social value is the most distinctive characteristic of a social entrepreneur (Dwianto, 2018). Social entrepreneurs are prominent for prioritizing the creation of social benefits for society and its surroundings (Cavalcanti, 2021). They adhere to social values within the society. Furthermore, they believe that they must be able to create solutions to improve the surrounding environment while doing their activities. Meanwhile, Peric et al. (2017) develop a business model as a framework for thinking about how organizations provide value. Social entrepreneurship has an activity model that emphasizes two main values, namely social awareness and social concern (Grilo & Moreira, 2022).

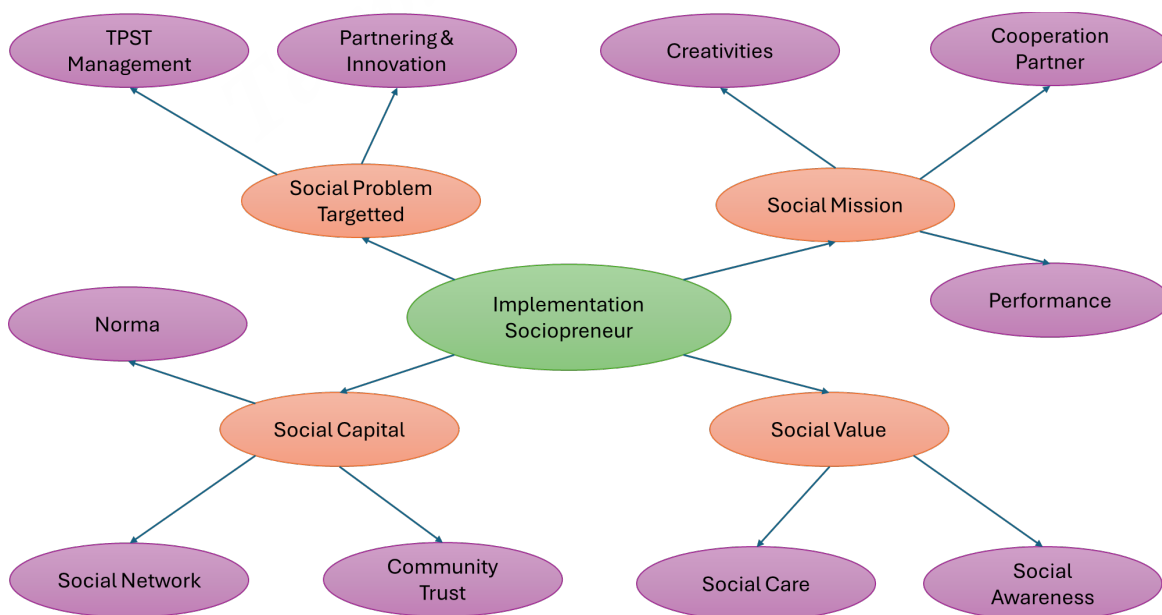


Figure 1. Aspects of Social Entrepreneurship

4. Social Capital

A social entrepreneur needs to ensure that his business have access to the resources needed to create social value (Ricket et al., 2022). Social capital consisting of norms, community trust, and social networks is a must-have capital for social entrepreneurs (Halstead et al., 2021). The cycle of social capital begins with social awareness possesses by the social entrepreneurs (Grilo & Moreira, 2022). Furthermore, entrepreneurs embrace the community to contribute to solving social problems based on norms of mutual understanding in community life (Cavalcanti, 2021). Once mutual understanding is established, social entrepreneurs build social networks and maintain community trust (Dwianto, 2018). Consequently, when social capital is established, social entrepreneurs may as well build more social facilities needed by the community.

METHOD

This research is qualitative in nature, which collects the data using observation and interviews involving BUMDes managerial as the respondents. Interviews were conducted using a semi-structured approach. Approximately, 2-3 managers were interviewed for around 3 hours for each BUMDes. Meanwhile, the observation focused on social entrepreneurship values to BUMDes managers, directors, administrators, and employees. Especially in the implementation of their work/operationalization of the BUMDes division. The samples included 6 BUMDes operating in the Special Region of Yogyakarta and Central Java. They were purposively selected with various regional categories and business fields.

The respondents were the managers/directors/secretaries of BUMDes Amarta, Sleman Regency; BUMDes Tridadi Makmur, Sleman Regency; BUMDes Binangun Jati Unggul, Kulonprogo Regency; BUMDes Guwosari Maju Sejahtera, Bantul Regency; BUMDes Tirta Mandiri Ponggok, Klaten Regency; and BUMDes Gemblegan Makmur, Klaten Regency. The selected respondents have met the requirements of being an actively operating BUMDes with a number of business divisions and employees. The data were analyzed in four stages, namely the data presentation, data reduction, data interpretation, and conclusion.

FINDINGS AND DISCUSSION

Understanding And Application Of Social Problem Targeting In Bumdes

Understanding of Social Problems Targeting in BUMDes

This research reveals that most BUMDes perceive the concept of social problem targeting as an approach that focuses on solving specific social problems in their communities. It involves identifying local priority problems, such as poverty, access to basic services, and economic inequality. BUMDes with a great understanding of the importance of this approach can design business programs and activities that directly address these problems (Smith & Besharov, 2019). This concept is in line with the theory of social entrepreneurship which emphasizes the importance of identifying social problems targeting to create significant impact (Mair & Marti, 2020).

Excerpt 1:

“The social problem that became the main target in the establishment of this BUMDes began with the problem of waste that accumulated and could lead to various sources of disease in the Pandowoharjo village environment. Therefore, the establishment of BUMDes with its first program, namely TPST management, aims to manage waste more systematically. Over time, BUMDes Amarta has partnered with a lot of entities and developed sustainable innovations to produce other products that focus on improving the community’s economy such as the management of village shops, culinary parks, swimming pools, rice supply, to the improvement of MSMEs.”

The Impact of Implementing Social Problem Targeting on Society

The implementation of the social problem targeting approach in BUMDes has a positive impact on the community, especially in improving economic and social welfare. Several BUMDes have succeeded in creating new jobs, increasing community income, and providing access to basic services such as clean water and electricity (Kickul et al., 2020). It implies that this approach can create substantial changes in people's lives, in line with previous research asserting that social problems targeting can maximize the impact of social activities (Battilana & Lee, 2020).

Challenges in Implementing Social Problem Targeting

Despite the positive impacts, BUMDes in Indonesia encounter various challenges in implementing the social problem targeting approach. The main challenges include limited financial resources, lack of managerial capacity, and suboptimal policy support (Alonso-Martinez et al., 2021). These conditions complicate BUMDes in achieving the predetermined social targets and maintain the businesses sustainability. In addition, external factors including changes in government policies and economic fluctuations make it challenging for BUMDes to carry out their social missions (Rawhouser et al., 2019).

Supporting Factors for the Success of Implementing Social Problem Targeted

The success of implementing social problem targeting in BUMDes is influenced by several important factors, including local government support, partnerships with the private sector, and active community participation. Supportive policies and regulations enable BUMDes to gain access to the necessary funds and training (Susilo & Kurniawan, 2022). Strategic partnerships with various parties also provide benefits, especially in providing additional resources and market access for the products produced (Defourny & Nyssens, 2021).

Strategy to Overcome Challenges in Implementing Social Problem Targeted

To overcome the challenges, BUMDes that successfully implement social problem targeting approach implement several strategies, such as diversifying funding sources, reinforcing organizational capacity through management training, and product or service innovation that suits local needs (Kickul et al., 2020). Some BUMDes also increase collaboration with non-governmental organizations to obtain additional technical support and expertise (Galera & Borzaga, 2021).

Measuring the Impact of Implementing Social Problem Targeting

BUMDes that successfully adopt a social problem targeting approach tend to use various indicators to measure the success of social impact. These measurements include increased family income, number of jobs created, and increased access to basic services (Alonso-Martinez et al., 2021). These indicators allow BUMDes to evaluate the effectiveness of the program and make necessary adjustments to achieve more optimal impact.

Implications of Implementing Social Problem Targeting for BUMDes

In addition to providing direct benefits to the community, the implementation of this approach also strengthens the position of BUMDes as an agent of sustainable local development (Mair & Marti, 2020). By focusing on the target social problems, BUMDes can increase social legitimacy and trust from the community and other stakeholders (Smith & Besharov, 2019). This implementation is deemed necessary to build an ecosystem that supports inclusive and sustainable village economic growth.

Recommendations for Improving the Implementation of Social Problem Targeting

Based on the findings, it is recommended that BUMDes improve their internal capacity through management training and development, as well as establish strong collaboration with various stakeholders. More proactive policy support from the government is also needed to facilitate access to funding and accelerate the resolution of social problems (Doherty et al., 2020). In addition, the use of technology in BUMDes operations helps to increase the effectiveness and efficiency of the implemented social programs.

Poverty in rural communities is the main focus as the end and root of other problems. Several factors contribute to this condition, including the lack of job opportunities in the village, in which albeit the availability of the jobs, the results are incomparable to the efforts. Another root of poverty is the relatively low level of education, making it difficult to develop a progressive mindset, living simply, which leads to difficulty in meeting family needs, including the children's educational needs.

Understanding And Implementation Of Social Mission In Bumdes

Based on the results of the present study, it was found that most BUMDes understand the importance of social mission in their management. BUMDes strives to integrate social missions into every business activity, which aims to improve the village communities' welfare through the provision of basic services, economic empowerment, and poverty alleviation (Susilo & Kurniawan, 2022). It is consistent with the belief of social entrepreneurship theory that puts social mission as a key component that distinguishes social enterprises from conventional businesses (Mair & Marti, 2020).

Excerpt 2:

“BUMDes Amarta has established a clear mission in building the village-owned enterprise movement in Sleman Regency, Yogyakarta. The social mission of this BUMDes is to improve the creativity and economy of the communities with the products developed. BUMDes Amarta is considered successful in its development with this mission. With many partners willing to cooperate, as well as good service and performance leads BUMDes

Amarta as one of the developing BUMDes and a model for other business entities. It is proven by the comparative study visits from various regional BUMDes.”

The Role of Social Mission in Improving Community Welfare

It is evident that social missions' implementation in BUMDes offers positive impact for the village communities. The results of the study show that BUMDes with a strong focus on social missions are able to provide new jobs, increase access to basic needs such as clean water and energy, and encourage local economic growth (Kickul et al., 2020). It is in line with previous research reporting that social missions can function as the main driver for producing significant social change (Smith & Besharov, 2019).

Challenges in Implementing Social Mission

Despite the positive impacts, the social missions' implementation in BUMDes encounters various challenges as well. They include limited funds, lack of managerial capacity, and difficulties in maintaining a balance between social goals and financial sustainability (Rawhouser et al., 2019). These challenges are the main obstacles in optimizing the expected social impact of each BUMDes activity, especially in facing dynamic changes in the economic environment (Doherty et al., 2020).

Supporting Factors for the Successful Implementation of Social Mission

Several key factors contribute to the success of implementing social missions in BUMDes. First and foremost, strong support from local governments and communities facilitates the implementation of social missions. Second, private sector and non-governmental organizations' partnership provides access to additional resources and expertise needed to increase the effectiveness of social programs (Defourny & Nyssens, 2021). Last, BUMDes' innovation capacity also plays a role in finding new ways to solve social problems effectively (Battilana & Lee, 2020).

Social Mission Impact Measurement

BUMDes that implement social missions effectively tend to have better social impact measurement methods. They use various indicators to evaluate the success of the program, including the number of beneficiaries, increased community income, and improved quality of life (Alonso-Martinez et al., 2021). These measurements help BUMDes to assess the effectiveness of the program and make continuous improvements to achieve better results (Galera & Borzaga, 2021).

Strategies to Overcome Challenges

To overcome the challenges in implementing social missions, several BUMDes have developed specific strategies. These strategies include increasing managerial capacity through training, diversifying revenue sources to strengthen financial resilience, and building strategic partnerships with various stakeholders (Kickul et al., 2020). It aims to strengthen the role of BUMDes in achieving its social goals while maintaining operational sustainability.

Recommendations for Improving the Implementation of Social Mission

Grounded on the findings, several recommendations are proposed to improve the implementation of social missions in BUMDes in Indonesia. First, policy support from the central and regional governments should be increased to facilitate access to funding and resources. Second, training and development of managerial capacity must be improved to strengthen BUMDes' ability to implement business strategies that focus on social missions. Finally, comprehensive monitoring and evaluation system need to be developed to ensure the alignment between social programs and the predetermined objectives (Susilo & Kurniawan, 2022).

BumDes Tridadi Makmur emphasizes the importance of participation and togetherness in society. They adhere to the principle of “*gotong royong*”, which means working together for a common goal and maintaining harmony (*rukun*) in daily social interactions. In addition, every activity of BumDes Gemblegan Makmur relies on a strong sense of “*handarbeni*” or belonging to the community and local resources.

This approach facilitates the advancement of the village economy while also prioritizing the sustainability of the local environment and culture, ensuring long-term benefits for all villagers. Another identified social mission is the empowerment of village communities that will prevent middlemen who set the commodity prices far below the market prices, especially for agricultural products. With this social value, BumDes Amarta and BumDes Guwosari that are engaged in the agricultural product trade sector can prevent farmers from losses, because the BumDes will provide a fair price to meet the rice needs of the village communities.

Understanding And Application Of Social Value In Bumdes

BUMDes should ground its efforts to empower village communities in social values. These social values are reflected as the social benefits of the BUMDes in the village. Based on the results of this study, the manifestation of social benefits includes the principle of consensus. BUMDes Guwosari in various aspects of business line management, especially in the commitment of various parties to align perceptions, the absence of local elite dominance, and avoiding conflicts of interest.

Excerpt 3:

“Waste becomes the social problem of BUMDes Amarta. Because BUMDes Amarta is oriented in social business, it does not prioritize profit. If you only think about profit, there is no social spirit. Before a BUMDes was developed, the garbage was littered and not managed properly.”

Alfiansyah's (2022) research supports this result that robust social capital enables BUMDes to empower communities effectively. Through the utilization of social capital, BUMDes can increase the communities' participation in economic activities, which leads to increase their economic independence.

Every decision-making must involve representatives from the parties involved, the BUMDes business line is a complement and a path to open access and acquisition for the existing community businesses. The second principle of social value is long-term

orientation. BUMDes Amarta must manage its businesses by considering long-term sustainability, and continuous progress need to be respected over the short-term profits. Many BUMDes Gemblegan business lines were reported to be progressing slowly but have proven to be solutions to various community problems that must be maintained, such as revolving capital participation.

The third social value is environmental preservation. BUMDes Binangun Jati business lines must be managed while considering the environmental sustainability. Farmers are provided with socialization and practices in making organic fertilizers to reduce the use of chemical fertilizers. In addition, the utilization of bran as animal feed can also be used as a traditional cakes' ingredient. Village assets are utilized in such a way as natural tourism facilities such as reservoirs, rice fields, and plantations. Likewise, waste management through the waste bank business line.

UNDERSTANDING AND APPLICATION OF SOCIAL CAPITAL IN BUMDES

The achievement of BUMDes' vision and mission as a social entrepreneurship cannot be separated from the commitment of the local community as its social capital. The method of social capital optimization by BUMDes include the empowerment of communities such as Karang Taruna, PKK, Pokdarwis, and Gapoktan in their active participation in training and workshop activities to improve their skills in various BUMDes business lines and develop local capacity to optimize the village assets' utilization to provide additional income and improve welfare.

Excerpt 4:

“The social capital of BUMDes Amarta comes from interactions through social capital components such as social networks, norms and community trust in managing this community institution. The three components of social capital complement each other in strengthening and improving the management of BUMDes Amarta.”

Reflecting from BUMDes Ponggok, it is essential to optimize community empowerment in regard to its involvement in planning and joint decision-making, ensuring that the BumDes business line is in accordance with the communities' needs and potential. Furthermore, involving social capital to monitor the activities of the BUMDes Guwosari business lines maintain the accountability and transparency of financial management. Research conducted by Siregar (2023) supports the influence of social capital on the social innovation in Indonesian villages with BUMDes. It was found that social capital plays a crucial role in driving innovations that meet the community's needs through participatory planning and decision-making processes. Community involvement also plays an important role in increasing public awareness of various environmental problems, such as waste, preserving local arts that are at risk of being forgotten by younger generation.

CONCLUSION

This research reveals the importance of integrating social entrepreneurship values in the managements of Village-Owned Enterprises (BUMDes). This approach aims to address social issues such as poverty, economic inequality, and access to basic services through community-based enterprises. This study shows several key points as follows.

1. Positive Impacts:

BUMDes that successfully apply the values of social entrepreneurship can generate significant socio-economic impacts, including the improved welfare of village communities, provision of employment, and access to basic services such as clean water and energy.

2. Challenges:

The implementation of social entrepreneurship in BUMDes encounters major challenges, including limited resources, low managerial capacity, and dependence on government assistance. External factors such as policy changes and economic fluctuations hinders the implementation as well.

3. Supporting Factors:

Local government support, collaboration with private sectors, and active community participation become crucial factors supporting the successful implementation of social entrepreneurship values. In addition, innovation in business management is an important element in business sustainability.

4. Strategies to Overcome Challenges:

Strategies used to overcome challenges include diversifying funding sources, increasing managerial capacity through training, and developing strategic partnerships with various parties.

5. Social Impact Measurement:

BUMDes with effective implementation of social entrepreneurship apply several indicators to evaluate the success of their programs, including the increased community income, number of jobs created, and better access to basic services.

In conclusion, the implementation of social entrepreneurship values in BUMDes not only provides direct benefits to village communities, but also reinforces the position of BUMDes as agents of sustainable local development. Stronger policy support, increased collaboration, and continuous innovation are needed to optimize the role of BUMDes in achieving socio-economic development goals at the village level.

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