

Driving Village-Owner Enterprises (BUMDes) Innovation as a Driving Force for Independent Village Development Through Inclusive Leadership

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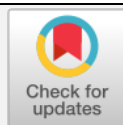
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ABSTRAK

Studi ini mengkaji peran kepemimpinan inklusif dalam mendorong inovasi pada Badan Usaha Milik Desa (BUMDes) sebagai katalis pembangunan desa mandiri di Indonesia. Penelitian ini menggunakan pendekatan kualitatif dengan studi kasus pada BUMDes di Kulon Progo, Gunung Kidul, dan Kota Yogyakarta. Penelitian bertujuan untuk menganalisis dinamika proses inovasi di BUMDes dan model kepemimpinan inovasi yang diterapkan. Temuan menunjukkan bahwa kepemimpinan inklusif mempercepat inovasi dengan memberdayakan komunitas lokal, mendorong kolaborasi, dan menciptakan lingkungan yang aman untuk bereksperimen. Studi kasus di Kulon Progo dan Gunung Kidul menunjukkan bahwa inovasi produk, proses, pemasaran, dan organisasi yang sukses dapat meningkatkan pertumbuhan ekonomi lokal, kesejahteraan masyarakat, dan kelestarian lingkungan. Strategi untuk mendorong kepemimpinan inklusif mencakup peningkatan kapasitas, keterlibatan masyarakat, program bimbingan, dan pengakuan. Penelitian ini memberikan kontribusi positif terhadap kajian inovasi di BUMDes dan menawarkan wawasan praktis untuk mengembangkan model kepemimpinan inklusif di berbagai tingkat birokrasi di Indonesia.

Abstract This study examines the role of inclusive leadership in driving innovation within Village-Owned Enterprises (BUMDes) as a catalyst for self-reliant village development in Indonesia. The research employed a qualitative approach with case studies of BUMDes in Kulon Progo, Gunung Kidul, and Yogyakarta City. The study aims to analyze the dynamics of the innovation process in BUMDes and the innovation leadership models in place. Findings indicate that inclusive leadership accelerates innovation by empowering local communities, fostering collaboration, and creating a safe environment for experimentation. Case studies in Kulon Progo and Gunung Kidul demonstrate that successful product, process, marketing, and organizational innovations can enhance local economic growth, community welfare, and environmental sustainability. Strategies for promoting inclusive leadership include capacity building, community engagement, mentorship programs, and recognition. This research positively contributes to the study of innovation in BUMDes and offers practical insights for developing inclusive leadership models across various bureaucratic levels in Indonesia.

Kata Kunci: Innovation; Inclusive Leadership; Village-Owned Enterprises (BUMDes); Self-Reliant Village Development



1. Introduction

The development of villages in Indonesia has become a crucial aspect of national development. One of the key drivers for achieving self-reliant village development is the empowerment and innovation of Village-Owned Enterprises (Badan Usaha Milik Desa or BUMDes). These enterprises play a pivotal role in promoting economic growth, fostering community involvement, and enhancing the overall quality of life for village residents. By fostering innovation within BUMDes, villages can achieve sustainable development, economic independence, and improved living standards for their communities. This article explores how inclusive leadership, which embraces diversity, participation, and shared decision-making, can serve as a catalyst for BUMDes innovation. Through inclusive leadership, BUMDes can harness the collective talents and insights of their members, drive creative problem-solving, and implement effective strategies that support long-term self-reliant village development.

The enactment of Law No. 6/2014 and Government Regulation No. 47/2015 has laid a robust foundation for the creation of independent and autonomous villages in Indonesia, empowering them to manage their own resources effectively (Winarsi & Moechthar, 2020). These regulations represent a significant shift in the governance and economic landscape of rural Indonesia, providing a legal framework that enables villages to exercise greater control over their development pathways. By granting villages the authority to govern themselves, these laws have created an environment where local decision-making and resource management can flourish, fostering a sense of ownership and responsibility among village residents.

One of the most transformative aspects of these regulations is the provision for the establishment and independent governance of Village-Owned Enterprises (BUMDes). BUMDes are designed to serve as engines of local economic growth, enabling villages to harness their unique resources and assets to drive development. By leveraging local potential, BUMDes can create diverse economic opportunities, from agriculture and fisheries to tourism and handicrafts. This localized approach to economic development not only enhances the economic resilience of villages but also helps preserve and promote local culture and traditions.

Furthermore, the legal framework provided by Law No. 6/2014 and Government Regulation No. 47/2015 facilitates the sustainable and transparent management of village resources. It encourages accountability and good governance practices within BUMDes, ensuring that the benefits of economic activities are equitably distributed among community members.

This regulatory support helps build trust and cooperation within the village, fostering a collaborative environment where innovation and entrepreneurship can thrive. As a result, villages are better positioned to achieve long-term economic independence and improve the quality of life for their residents. This shift has led to the emergence of Village-Owned Enterprises (BUMDes) as institutions that can drive the economic dynamics in rural areas ([Afala & Rahayu, 2023](#)). However, the success of these enterprises is contingent upon various factors, including the identification of existing conditions and potentials, the availability of financial resources, and the quality of human resources (Anggraeni 2016).

Effective leadership is also crucial, as it can foster an inclusive environment that encourages innovation and collaboration among stakeholders (Anthony 2017). Inclusive leadership involves engaging all members of the community, considering diverse perspectives, and creating opportunities for participation in decision-making processes. This type of leadership is essential for cultivating a sense of ownership and commitment among village residents, which in turn drives collective efforts towards common goals. By prioritizing inclusivity, leaders can harness the full potential of their communities, tapping into a wide range of ideas and talents that can spur innovative solutions to local challenges.

Capacity building efforts at the system, organizational, and individual levels are necessary to strengthen the capabilities of Village-Owned Enterprises (BUMDes) and enable them to become self-reliant economic drivers (Agunggunanto et al. 2016). At the system level, this involves creating policies and frameworks that support the growth and sustainability of BUMDes. Governments and other stakeholders need to ensure that regulations are conducive to the development of these enterprises, providing them with the necessary resources and infrastructure to thrive. This might include access to financing, training programs, and technical assistance that help BUMDes navigate the complexities of modern business environments.

At the organizational level, capacity building focuses on enhancing the internal structures and processes of BUMDes. This includes improving governance practices, financial management, and operational efficiency. Training programs aimed at BUMDes leaders and staff can equip them with the skills needed to run their enterprises effectively. Emphasizing transparency and accountability within BUMDes can also foster trust and credibility, which are crucial for attracting investment and support from both local and external stakeholders (Hakim 2020).

Individual capacity building is equally important, as it empowers community members with the knowledge and skills to actively participate in and contribute to the success of BUMDes. This

can be achieved through education and training initiatives that develop entrepreneurial skills, financial literacy, and technical competencies. By investing in the personal development of village residents, communities can cultivate a pool of capable and motivated individuals who can drive the growth of BUMDes and other local economic activities. Recognizing the multifaceted challenges facing Village-Owned Enterprises, this research paper aims to explore the critical role of inclusive leadership in fostering innovation within these institutions. By examining how inclusive leadership practices can unlock the potential of Village-Owned Enterprises, the study seeks to uncover ways in which these enterprises can become potent catalysts for self-reliant and sustainable development in rural villages across Indonesia.

2. Research Methodology

This research used a qualitative approach with a case study method. The study took examples of innovation cases in Village-Owned Enterprises (BUMDes) in several regions of Indonesia, covering Kulonprogo District, Gunung Kidul District, and Yogyakarta City. The research locations were selected based on the level of bureaucratic leadership, namely at the Sub-district, District, and Province levels.

This study aims to analyze the dynamics of the innovation process in BUMDes within public organizations in Indonesia and to identify the leadership models present. The specific objectives of this study are:

- a. To analyze the initiation process of innovation in BUMDes, from the initiation stage to implementation, to identify whether the innovations follow these stages or go through other stages based on the characteristics of the innovation.
- b. To analyze the models of innovation leadership in BUMDes, viewed at the Provincial, District/City, and Sub-district levels of bureaucratic leadership.

This research is also expected to be theoretically and empirically beneficial. Theoretically, this research is expected to provide a positive contribution and strengthen the study of innovation in BUMDes, particularly in affirming the initiation process of innovation and in the development of innovation leadership models in BUMDes in Indonesia. Empirically, it is expected to enrich studies on innovation in BUMDes at various levels of bureaucratic leadership in Indonesia, especially within organizations that are the units of analysis.

The focus of this research lies in how the innovation process took place and what the

leadership models were. The innovation process in BUMDes involves identifying the flow of the emergence of innovation in several innovations that are the units of analysis. The mechanism of the innovation process carried out, whether there are similarities or actually tends to differ between the innovations. Meanwhile, the innovation process according to Roger and Shoemaker (1983) starts from initiation, including agenda-setting and matching, then redefining/restructuring, clarifying, and routinizing. This research is also based on the assumption that there are differences in the innovation leadership models in BUMDes at various levels of existing bureaucratic leadership. The involvement of leaders in the initiation and implementation stages can indicate whether the leadership model is participatory or precisely destructive (Shaw et al., 2011) and whether they act as facilitators or managers (Denti & Hemlin, 2012).

The data used in this study were primary and secondary data. Primary data were obtained through in-depth interviews and structured or unstructured interviews with actors involved in the innovation process, official decisions both published and unpublished, and other related data issued by the organization running the innovation. Secondary data in the form of documentation studies were obtained in the form of data/documents, videos, images, and other forms. The collected data were processed and analyzed using the NVIVO tool so that the overall data analysis process in the form of qualitative data interview transcripts could be obtained systematically (Welsh, 2002).

Furthermore, data analysis was carried out together with data collection. The stages of analysis were data collection, data reduction, data presentation, verification, and conclusion drawing. This mechanism was conducted continuously until the sought data was truly complete, so that it could describe an empirical reality (Miles & Huberman, 1994).

The selection of informants interviewed was done intentionally (purposive sampling) and snowball sampling. The selected informants were individuals who understood the information about the problems studied in this research and were determined purposively. Meanwhile, to determine informants whose quality of information was still unknown, the snowball method was applied. The determination of key informants was based on the quality of the data/information provided during the interview. These interviews were conducted continuously, without a specified number. Interviews were considered sufficient once the data collected from research results was deemed adequate (Taylor, Bogdan, & DeVault, 2015)

3. Result and Discussion

Innovation is essential for the sustainability and growth of BUMDes. It serves as a crucial mechanism that allows these enterprises to stay relevant and competitive in a constantly evolving market landscape. Without continuous innovation, BUMDes may struggle to meet changing market demands, leading to stagnation or decline. By embracing innovative practices, BUMDes can enhance their ability to respond to market shifts, optimize their operations, and build a stronger competitive edge.

1. Product innovation involves the development of new or significantly improved products that meet the specific needs and preferences of the local market. This type of innovation is vital for BUMDes as it enables them to offer unique products that distinguish them from competitors. For example, a BUMDes in a rural area might develop organic agricultural products that appeal to health-conscious consumers. This not only adds value to local resources but also opens up new market opportunities. By continuously exploring and creating new products, BUMDes can ensure they remain relevant and attractive to their target customers, thus driving sustained growth and profitability.
2. Process innovation focuses on improving the methods and techniques used in production and service delivery. Enhancing production processes can lead to increased efficiency, reduced costs, and higher quality outputs. For instance, a BUMDes engaged in handicraft production might adopt new tools or techniques that speed up the manufacturing process while maintaining or improving the quality of the products. This not only reduces operational costs but also increases productivity, enabling the BUMDes to meet market demand more effectively. By streamlining processes, BUMDes can maximize resource utilization and achieve better financial performance, contributing to their long-term sustainability.
3. Marketing innovation involves the implementation of new strategies and approaches to promote products and services. This can include adopting digital marketing techniques, leveraging social media platforms, or creating innovative promotional campaigns. For example, a BUMDes might use social media to showcase their products, engage with customers, and build a loyal community around their brand. Effective marketing innovation helps BUMDes reach a broader audience, enhance customer engagement, and drive sales growth. By continually updating their marketing strategies, BUMDes can adapt to changing consumer behaviors and preferences, ensuring they remain competitive in the marketplace.

3.1 Organizational Innovation

Organizational innovation pertains to the adoption of new management practices, structures, or cultural changes that improve overall performance and governance. This type of innovation is crucial for BUMDes as it directly influences how effectively the organization can adapt to internal and external changes. By focusing on organizational innovation, BUMDes can streamline their operations, enhance employee satisfaction, and create a more robust and adaptable enterprise(Ridlwan 2014).

One significant aspect of organizational innovation is the implementation of more efficient decision-making processes(Fridayani et al. 2024). Traditional hierarchical decision-making can often be slow and cumbersome, hindering the ability of BUMDes to respond quickly to market opportunities or challenges. By introducing more agile and decentralized decision-making frameworks, BUMDes can empower frontline employees to make decisions that are in the best interest of the organization, thereby speeding up response times and improving operational efficiency.

Fostering a culture of continuous improvement is another critical element of organizational innovation. This involves encouraging all members of the organization to regularly seek out ways to improve processes, products, and services. Continuous improvement can be achieved through regular training programs, workshops, and feedback sessions that help employees develop new skills and share their insights. By cultivating this culture, BUMDes can ensure that innovation is not a one-time event but a persistent and integral part of their operations(Prasetyo 2016).

Introducing new leadership models that promote collaboration and inclusivity is also essential. Traditional top-down leadership styles can often stifle creativity and innovation. In contrast, inclusive leadership models that value the contributions of all employees can create a more open and dynamic working environment(Kugelmass 2003). For instance, a BUMDes might establish a participatory management system where employees at all levels are encouraged to contribute ideas and solutions. This approach not only enhances employee morale and engagement but also leads to more effective and innovative problem-solving.

Moreover, such inclusive practices can significantly improve employee morale and engagement. When employees feel that their ideas are valued and that they have a stake in the organization's success, they are more likely to be motivated and committed to their work. This increased engagement can lead to higher productivity and better overall performance, as employees are more willing to go above and beyond their usual duties.

By adopting organizational innovations, BUMDes can build a more dynamic and resilient organizational structure. This structure supports sustained growth and development by being adaptable to change and proactive in identifying and addressing challenges. For example, implementing regular team-building activities and communication workshops can strengthen internal cohesion and ensure that all team members are aligned with the organization's goals and values.

3.2. Inclusive Leadership

Inclusive leadership is characterized by a leader's ability to embrace diversity, encourage participation, and create an environment where all members feel valued and empowered. This type of leadership is particularly effective in driving innovation within BUMDes (Village-Owned Enterprises) for several compelling reasons.

1. Empowering Local Communities

Inclusive leaders actively involve community members in decision-making processes, ensuring that the innovations developed by BUMDes reflect the needs and aspirations of the local population (Gallegos 2013). By giving community members a voice, inclusive leaders ensure that the solutions and products created are relevant and beneficial to the people they serve. This empowerment fosters a sense of ownership and responsibility among community members, which can lead to more sustainable and impactful innovations. For example, when a BUMDes decides to develop new agricultural techniques, involving local farmers in the planning and decision-making process ensures that the innovations are practical and tailored to local conditions.

2. Fostering Collaboration

By promoting a collaborative culture, inclusive leaders can harness the collective knowledge and skills of the community, leading to more creative and effective solutions. Collaboration breaks down silos and encourages the sharing of ideas and best practices. Inclusive leaders facilitate teamwork by creating opportunities for community members to work together on projects, share their expertise, and learn from each other. This collaborative approach can lead to more innovative solutions as different perspectives and skills are brought to the table. For instance, a BUMDes focusing on eco-tourism can benefit from the combined

insights of local artisans, environmental experts, and business professionals, resulting in a more comprehensive and appealing tourism package(Hakim, Hanif, and Prasetyo 2023).

3. Encouraging Experimentation

Inclusive leaders create a safe space for experimentation and risk-taking, which is crucial for innovation. They support their teams in trying out new ideas and learning from failures. By fostering an environment where mistakes are seen as learning opportunities rather than setbacks, inclusive leaders encourage creativity and innovation. This approach is particularly important in BUMDes, where traditional practices may need to be re-evaluated and new methods explored. For example, a BUMDes might experiment with new marketing strategies to reach a wider audience. With the support of an inclusive leader, the team can test different approaches, analyze the results, and refine their strategies based on what they learn(Dewi 2014).

4. Building Trust

Trust is a foundational element of inclusive leadership. When community members trust their leaders, they are more likely to contribute their ideas and take ownership of innovation initiatives. Trust is built through transparent communication, consistent actions, and genuine respect for all members of the community. Inclusive leaders who prioritize trust can foster a more open and innovative culture within BUMDes. For instance, a trusted leader can more effectively mobilize community members to participate in new initiatives, as people are more likely to engage when they believe in their leader's vision and integrity.Case Studies of Successful BUMDes Innovations

3.3. BUMDes in Kulon Progo

In Kulon Progo, a BUMDes (Village-Owned Enterprise) has successfully implemented an innovative approach to marketing local agricultural products. By leveraging social media platforms and e-commerce, they managed to expand their reach to a wider audience, significantly increasing their sales. This approach involved creating engaging content to showcase the unique qualities of their products, including videos, photos, and stories that highlighted the farmers' dedication and the organic nature of their produce.

The use of social media allowed the BUMDes to connect directly with consumers, providing updates on product availability, sharing customer testimonials, and offering special promotions. E-commerce platforms enabled them to streamline the purchasing process, making it easier for

customers to order and receive products efficiently. This online presence also opened up new markets beyond the local community, attracting buyers from urban areas who are interested in high-quality, organic agricultural products (Hakim and Telaumbanua 2023).

The impact of this marketing innovation has been substantial. Not only did it boost the local economy by increasing sales, but it also provided farmers with fair prices for their produce. By cutting out intermediaries and selling directly to consumers, the farmers received a larger share of the profits, which improved their livelihoods and motivated them to maintain high standards of quality. Additionally, the increased visibility of their products helped build a strong brand identity for Kulon Progo's agricultural sector, promoting the region as a source of premium, sustainable produce.

Overall, the innovative marketing strategies adopted by the BUMDes in Kulon Progo exemplify how embracing modern technology and platforms can lead to significant economic and social benefits for local communities. This success story serves as an inspiration for other BUMDes to explore similar approaches to drive growth and development in their respective regions.

3.4. BUMDes in Gunung Kidul

In Gunung Kidul, a BUMDes introduced a new product line of eco-friendly handicrafts made from local materials. This initiative was a strategic move to promote environmental sustainability while simultaneously boosting the local economy. By utilizing natural resources such as bamboo, rattan, and recycled materials, the BUMDes was able to create unique, environmentally friendly products that appeal to eco-conscious consumers.

The production of these eco-friendly handicrafts provided numerous job opportunities for women in the village. Traditionally, many women in rural areas have limited access to employment opportunities. This initiative empowered them by offering a means to earn an income and improve their living standards. The skills training provided as part of this initiative not only equipped these women with valuable artisanal skills but also enhanced their confidence and economic independence.

The inclusive leadership of the BUMDes manager played a crucial role in the success of this initiative. By fostering an environment that encouraged the active participation of women, the manager ensured that the benefits of the project were widely shared. Inclusive leadership practices included holding regular community meetings to solicit input and feedback, ensuring

that the voices of women were heard and valued in the decision-making process. This approach helped to foster a sense of community ownership and pride in the project, which in turn motivated the women to invest their time and energy into producing high-quality handicrafts.

Furthermore, the inclusive leadership extended to creating a supportive and collaborative work environment. The BUMDes manager organized workshops and training sessions to enhance the skills of the artisans and encouraged them to share their ideas and techniques with one another. This collaborative spirit not only improved the quality of the handicrafts but also built strong bonds within the community.

The introduction of eco-friendly handicrafts by the BUMDes in Gunung Kidul has had a multifaceted impact. Environmentally, it promoted the use of sustainable materials and reduced waste. Economically, it provided new job opportunities and improved the livelihoods of women in the village. Socially, it fostered a sense of empowerment and community among the participants.

3.5. Strategies for Promoting Inclusive Leadership in BUMDes

Promoting inclusive leadership within BUMDes (Village-Owned Enterprises) is essential for driving sustainable development and innovation. The following strategies can help cultivate inclusive leadership practices:

- a) Capacity Building
- b) Providing training and development programs for BUMDes leaders is a fundamental step in enhancing their inclusive leadership skills. These programs should focus on key areas such as effective communication, cultural competency, conflict resolution, and participatory decision-making. By equipping leaders with the necessary skills and knowledge, they will be better prepared to foster an inclusive environment. Workshops, seminars, and online courses can be utilized to deliver these training programs. Additionally, creating opportunities for leaders to engage in role-playing and simulations can help them practice and refine their inclusive leadership abilities (Ramadana 2013)s.
- c) Community Engagement
- d) Establishing mechanisms for regular community consultations and feedback is crucial for ensuring that the voices of all community members are heard. BUMDes leaders can organize town hall meetings, focus group discussions, and surveys to gather input from diverse community members. These engagements should be designed to encourage open

dialogue and active participation, allowing community members to share their ideas, concerns, and aspirations. By actively listening to and incorporating community feedback into decision-making processes, BUMDes leaders can build trust and ensure that their initiatives reflect the needs and desires of the entire community.

e) Mentorship Programs

f) Pairing BUMDes leaders with experienced mentors can provide valuable guidance and support in adopting inclusive leadership practices. Mentors can share their experiences, offer advice, and help leaders navigate challenges associated with fostering inclusivity. These mentorship programs can be structured to include regular meetings, shadowing opportunities, and collaborative projects. By learning from seasoned leaders, BUMDes managers can gain insights into effective strategies for promoting inclusivity and develop a deeper understanding of the benefits of inclusive leadership.

g) Recognition and Incentives

h) Recognizing and rewarding BUMDes leaders who demonstrate inclusive leadership and drive innovation is essential for reinforcing positive behaviors and encouraging others to follow suit. Recognition can take various forms, such as awards, public acknowledgments, and promotions. Incentives might include financial bonuses, professional development opportunities, or other benefits that motivate leaders to continue their inclusive practices. By celebrating successes and highlighting the positive impact of inclusive leadership, BUMDes can create a culture that values and prioritizes inclusivity. Mentorship Programs: Pair BUMDes leaders with experienced mentors who can guide them in adopting inclusive leadership practices.

4. Conclusion

This research demonstrates that inclusive leadership plays a crucial role in fostering innovation in Village-Owned Enterprises (BUMDes) and developing self-sufficient villages in Indonesia. The implementation of inclusive leadership allows BUMDes to leverage diverse perspectives, encourage participation, and create an environment that values all members. This leads to increased collaboration, experimentation, and trust within the organization.

Successful cases of BUMDes in Kulon Progo and Gunung Kidul highlight how product, process, marketing, and organizational innovations can drive local economic growth, improve community welfare, and promote environmental sustainability. Strategies such as capacity

building, community engagement, mentorship programs, and recognition and incentives for inclusive BUMDes leaders can strengthen these leadership practices.

Overall, inclusive leadership not only enhances the competitiveness and relevance of BUMDes in an evolving market but also supports sustainable and self-reliant village development. This research contributes positively to the study of innovation in BUMDes and offers practical insights for developing inclusive leadership models at various bureaucratic levels in Indonesia.

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