

IMPROVEMENT OF HUMAN CAPITAL VILLAGES OWNED-ENTERPRISES

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ABSTRACT

Human Capital is an investment theory of human resources that have not been developed much for half a century so the repertoire of this research aims to provide a new hypothesis development in finding a model framework for research objects Villages Owned Enterprise in a decade of development progress improvement and organizational quality in Village Institutions in Indragiri Hilir Regency are qualitatively descriptive based on the Research Literature Study. The findings obtained in this scientific paper are a solution model with the latest indicators adapted to field conditions from novelty are Intellectual Capital, Organizational Capital, and Social Capital with several other important indicators and Moderation Variables Leadership Strategy, Performance and synergy, Commitment and Competence to achieve Mutuality Village Institution Organizations that can prosper managers together with improvement the Performance Director of BUMDes to achieve PADes (village original income), Benefits, and PHU (distribution of business results).

Keywords: BUMDes, Human Capital, Intellectual Capital, Social Capital and Organizational Capital

INTRODUCTION

BUMDes are Village Business Institutions formed by the Government which are still experiencing many obstacles in their management to be able to develop, as evidenced by national data in the last 5 years as research (Salam et.al, 2018)¹ in 2014 to 2019 the number of village enterprise that were established as many as 1,022 units to 50,199 BUMDes units compared to the number of villages throughout Indonesia of 83,931 villages (BPS, 2018)². Whereas this business has been alluded to in article 213 paragraph (1) in Law No. 32 of 2004. In order to grow and develop village potential, eradicate unemployment and alleviate poverty which ultimately It Goes Forward and is able to contribute to PADes (village original income).

According to (Sujadi, 2016)³ in the last 5 years there were 2,188 unit not operating and 1,670 villages had not contributed PADes. Villages Enterprise was established by the Government with the aim of improving the welfare of the community, preventing urbanization and developing Indonesia from the periphery, meaning villages. It has the function of providing business capital to rural communities from informal financial services Non-Bank and Non-Cooperative Microfinance Institutions (LKM B3K) or commonly referred to as loan sharks whose number is around 61,400 in all rural areas in the country based on Presidential Instruction No. 3 of 2010 concerning Good Development Justice, Ministry of Home Affairs. Today's BUMDes objective condition is the low productivity of services in the Village so far due to the weak Human Resources for Performance Managers in the Field of Governance Management, Organizations that are less professional.

UU no. 6 of 2014 as the basis for the establishment of BUMDes, (Sarjono et al, 2018)⁴ has compiled BUMDESA Development Indicators, at the Research and Development Center for Research and Development, Education and Training, and Information of the Ministry of Villages, PDT and Transmigration, stating 3 dimensions of formation, namely:

- 1) Economic Dimension: Turnover Growth and value added, levies and benefits
- 2) Social Dimension: Health Insurance, Work Accident and Pension
- 3) Environmental Dimension: Guarantee of Facilities and Infrastructure in the comfort of work

Then, the 8 goals of establishing Villages Enterprises are:

- 1) Improving the Village Economy
- 2) Optimizing village assets so that they are useful for village welfare
- 3) Increasing community businesses in managing village economic potential
- 4) Develop business cooperation plans between villages and/or third parties
- 5) Creating opportunities & market networks that support the needs & public services of citizens
- 6) Create jobs
- 7) Improving people's welfare through improving public services, growing and equalizing the village economy
- 8) Increasing village community income and village original income.

However, the results have not touched on the Improvement of Manager's Performance.

Human Capital Theory

Organizational Success in Human Capital, namely the combination of two concepts in Human Capital Aspects, Armstrong (2006)⁵ with the Main Assessment in Organizational Success, Porter & Tanner (2004)⁶ is to align the two concepts of thought in human capital and human resources, both of which highlight the factors important factors in building management knowledge so that the main assessment concept in organizational success is included in the human capital aspect will occur in three important parts:

- 1) Intellectual Capital (Leadership Strategy Theory)
- 2) Organizational Capital (Performance & Synergy Theory)
- 3) Social Capital (Commitment & Competence's Theory)

Intellectual Capital (Leadership Strategy Theory)

Intellectual Capital is human capital in the form of intangible assets or inventory assets and the flow of knowledge, skills, expertise and talent to employees owned by companies that cannot be seen by the eye in the form of objects or products but can be proven by the presence of work results or direct and indirect influence on company performance, and the results are tangible. If it is related to the concept of Human Capital, Armstrong (2006)⁷ and Boxall (1996)⁸ in human capital advantage relates to the Result Focus on the concept of Porter & Tanner (2003)⁹, similarly to other concepts Intellectual factors can be associated with Leadership because it contains knowledge about leadership which is a skill every member of the organization has how to lead yourself and provide an example of discipline to others, develop attitudes and ethics and have a personality as a scientist and be able to act as a transporter in delegating tasks and authority.

Porter & Tanner (2003)⁹, In the aspect that is internal to the company, the leadership factor has more influence on the inside of the company than outsiders, although there is an influence outside the company on the level of customer service attitudes in supplier and customer management services. Dominant leadership knowledge has an intrinsic effect on Human Capital and Organizational Success. If Customer

Focus is linked to intellectual capital with the goal of organizational success and is a core part of human capital, this has a relationship between the value of intangible assets, flowing knowledge and the supply of skills and talents to the human resources of company members in the form of sales skills, customer satisfaction surveys, guarantees for after sales, talent negotiations, as the concept of external satisfaction in knowledge management above is very possible organizational success is also human capital success and the combination of these two concepts is very possible. Strategic alignment, also known as alignment strategy, namely providing policies in harmony with the success and growth of the organization, is a unity of struggle and cooperation in the face of adversity and success in building strategy.

Boxall (1996)⁸, Organizational success in market competition so that growth and increase in company revenue will have a positive impact on members of the organization participating in enjoying several rewards and royalties such as increasing company profits and income impacting on the distribution of bonuses, incentives, allowances, production services, THR, bonds and share values. so that the rise and fall of welfare is adjusted to the rise and fall of the company's profit, this creates a more solid loyalty and integrity of the members of the organization and company employees, profits are as happy, losses are as difficult, so these values will strengthen engagement within the organization, in a number of characters nations in the world there are two characters of work engagement, one is permanent and the other is temporary.

Amstong (2006)⁷, A Permanent Engagement is a person who works and resides at the beginning of his career until his retirement in only one company, on average it is carried out by the continents of Asia, Africa and China, while a Temporary Engagement is a person who works and does not settle at the beginning of his career until his retirement in several companies. Organizational Learning, Innovation and Improvement are three points of discussion that are interrelated and tiered, meaning that if management knowledge has been given learning to all members of the organization, it will automatically lead to innovations or findings of new ways of working and changing the way of thinking (thinking strategy) which is then take an improvement approach in work that leads to strategies whose actions are effective and efficient.

Amstong (2006)⁵, If linked in the concept of knowledgeable human capital with the concept of organizational success, this is very significant for organizational learning, innovation of organizational cultural values, innovation of work steps, innovation of maximizing the use of work technology, innovation of the maximum use of work tools and equipment, innovation of ways and methods employment, product innovation and industry services, as well as increasing improvements in all lines of work will fulfill the wishes of employers. People Focus is carried out by the company owner or the concept of managers to focus on better human capital which is contained in the human resources capacity building program on production lines based on business operations so that there are not many mistakes and work accidents which can result in many losses to the company and budgets. The focus of the members of this organization is a program that is considered quite strict and selective because it spends a lot of training and skills costs so that at IPOCs points which are expected to run smoothly it does not interfere with the production process and fulfilling market targets. In the event of market saturation, innovation is needed by customers so that intelligent human capital innovation becomes an intangible investment that is quite expensive in training the skills of company members to lead to product development that can make market interest or make substitute goods more attractive. Product and service innovation as well as speed in this period of change is urgently needed as well as having access to a wider range of services and more points of sale.

Porter & Tanner (2004)⁶, Partnership Development, namely the development of partnerships in maintaining the supply of IPOCs is very important and investment in the concept of intangible human capital for organizational success is negotiating skills, this knowledge has been developed a lot and get courses in foreign languages as well as the ability to control yourself and intelligence in seeing opportunities and limitations authority and be honest in tariff and price decisions as well as openness of goods quotas that can control the amount of supply that must be ordered/ordered so that the efficiency of the raw material budget in IPOCs is controlled in that the use of cash is much smaller. The ability to build cooperation and maintain relationships with partners is important so that a sense of fairness to competing partners also does not discriminate against partner suppliers so there needs to be an innovative method of maintaining partnership relations by occasionally giving small gifts in the form of souvenirs, t-shirts, promotional glasses or entry stickers and free parking in the company environment, and those who are ceremonial suppliers are invited during important company moments once a year.

Amstong (2006)⁷ dan Boxall (1996)⁸, Fact base processes management is process management knowledge in running a business based on the fact that in general there are changes that are so fast in general service business processes and slow changes occur in the goods/product industry, but both are important to see indicators that have been installed at the ends of customer responses on the externalization dimension, namely on every customer complaint, on failed products, on the response to guarantees given such as engine power guarantees, spare-part guarantees, and all feedback (cs) customer satisfaction is satisfaction that becomes an evaluation and returns to facts and can change the entire lay-out of business processes, this is where the goodness of organizational success and skilled human capital will adjust to changes according to facts quickly and get used to it because they realize that change is commonplace and that is the world of work and part of life.

Organizational Capital (Performance & Synergy Theory)

Organization Capital, namely what is meant by Mayo (2016)¹⁰ in the concept of Human Capital which was developed from Schultz (1971)¹¹, and Farkos (2017)¹², and Applebaum (2009)¹³, and Simons (2012)¹⁴, and Bradley (2019)¹⁵, and Ewert (2021)¹⁶, and Black (2019)¹⁷, and Liozu (2015)¹⁸, Tittenbrun (2016)¹⁹, and Holbeche (2009)²⁰, that in the future there are only two types of organizations or companies that survive or fail and dead. Companies that are successful in living and growing that have the ability to learn (learning organizations) that are able to maintain their success improve their performance through consensus with their workers, managers, owners and workers work together to achieve organizational goals, by adhering to high performance respirocal conditions and high commitment to interaction four components, namely trust in employees, leadership initiatives, workers feel valued and treated fairly, good organizational climate (open). organization.

Schultz (1971)¹¹, In the concept of human capital combined with the concept of the Nine Organizational Successes, there are three interest groups, namely Employee Interests (EI) are factors that support employees' work in completing tasks and responsibilities according to their job including Strategic Alignment factors (alignment), Organizational learning, innovation and improvement. Manager's Interest (MI) are factors that support the work of managers in delegating tasks and achieving targets and implementing PDCA and maintaining policies and the interests of owners including Partnership development, Fact based processes management, Results focus. Owner's Interest are factors that support the policies and decisions of company owners in controlling the wheels of the organization as well as evaluating and monitoring the company's position in market share and the sustainability of company size including Social Responsibility (CSR), Leadership (POACDES) and Focus Customers (IPOCs).

Simons (2012)¹⁴, Results Focus is what the leaders and owners of the company hope for, results evaluation and performance appraisal become a benchmark for business operations strategies, leaders are always willing and ambitious for PDCA, and if this is too much it will cause work stress especially the human resources working in the company do not have management knowledge, achieving targets without overtime is what all members of the company expect, achieving company performance without obstacles in the supply of IPOCs is a portfolio reference for managers, smooth supply of raw materials, physical and non-physical motivation, welfare and work security is the standard needs for the operational level, (cs) customer satisfaction and quick response to customer complaints are the main reference for maintaining customer satisfaction, all of this becomes a Results Focus in organizational success so that Human Capital plays an optimal role.

Social Capital (Commitment & Competence's Theory)

Farkos (2017)¹² Social Capital (SCa) has two sides of a coin in leadership policies and is a corporate program, including the company's role for Employee Social Capital (ESCa) meaning policies outside of the provisions of the Labor and Employment Law (Creation of Work) which are temporary and urgent in nature, for example the normal death benefit policy and accidents outside the coverage of Employment BPJS or other programmed insurance, with the method of awarding a Charter for Service of Devotion and scholarship compensation for the deceased's child which this program is also included in the CSR budget section.

Then on the other hand Ewert (2021)¹⁶ the company plays a role in operations in the local community environment also provides compensation for temporary events or natural disturbances such as local residents experiencing fires, floods, or disease outbreaks and accidents in the company environment due to visits and program implementation, for example accidents due to technical disturbances during ceremonies. inviting residents so that unexpected and intentional accidents occur on the part of the committee. Or, Holbeche (2005)²⁰ the company provides an Education and Training Foundation for company members and residents who live around the company so that the surrounding children are not too far away to go to school or it can also be in the form of building a house of worship. Many things can be done in the program development trust, both internally and externally. Applebaum (2009)¹³ Social Responsibility, namely social responsibility that is part of the company, is part of the duties and responsibilities of the leadership and owner, not the responsibility of members of the company's business operations section.

Bradley (2019)¹⁵, CSR which is channeled in an appropriate manner and can be developed sustainably is still not easy to implement because of the transfer of knowledge to the surrounding community who receive the program so that here there must be an adjustment or adaptation of the program based on the abilities and skills of the local community. The expected output of CSR assistance is carried out for local communities with a flexible CSR program environment that is easy to market CSR products/outputs, there are also service-oriented CSRs such as areas that sell Tourism Products, Forest Beauty Services, Kebon Raya, Kebon Animals, Ceria Beach and Fishing Park and other Natural Parks that can bring faster income and practical economy.

The essence of combining the concept of Human Capital with Organizational Success in the Nine supporting factors in Intellectual Capital readiness is the ability and intelligence of Human Resources in utilizing existing resources within the company environment and in the social environment to achieve company goals and smooth business operations together with company organizational devices and assets so that Mutuality and customer satisfaction occur in products and services distributed in market share.

The findings of the BUMDes New Human Capital Model:

Independent Variable X1 = Intellectual Capital (ICa)

Independent Variable X2 = Organizational Capital (OCa)

Independent Variable X3 = Social Capital (SCa)

Moderation Variable Z1 = Leadership Strategy (LS)

Moderation Variable Z2 = Performance & Synergy (PS)

Moderation Variable Z3 = Commitment & Competence's (CC)

Dependent Variable Y = Mutuarity Organization (MO)

METHOD, DATA, AND ANALYSIS

This research uses a Research Literature Study by conducting studies based on the Literature related to the desired research theme and model so that the form of Qualitative Research on BUMDes in Indragiri Hilir Regency in 197 villages, is more in line with this scientific work for Directors, by presenting a new hypothesis from the previous Human Capital Model.

Theory Previously stated that Human Capital was built based on three pillars to achieve Mutuarity Organization, namely: Intellectual Capital, Organization Capital and Social Capital then researchers developed the Theory Now stating that Human Capital was built with Intellectual Capital which was supported by moderating variables, namely Leadership Strategy, then Organization Capital which was supported by the moderating variables Performance and Synergy, then Social Capital which is supported by the moderating variables Commitment and Competence as a New Hypothesis can be described:

1) It is suspected that Intellectual Capital (X_1) influences Mutuarity Organization (Y) which is moderated by Leadership Strategy ($Z_{1.1}$)

2) It is suspected that Organization Capital (X_2) influences Mutuarity Organization (Y) which is moderated by Performance ($Z_{2.1}$) and Synergy ($Z_{2.2}$)

It is suspected that Social Capital (X_3) influences Mutuarity Organization (Y) which is moderated by Commitment ($Z_{3.1}$) and Competence ($Z_{3.2}$).

Research Frameworks:

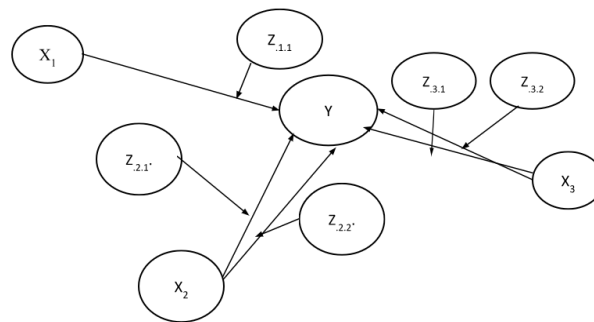


Diagram Model : Mayo (2016)¹⁰ in concept Human Capital developed by Schultz (1971)¹¹, Farkos (2017)¹², Holbeche (2009)²⁰, Applebaum (2009)¹³, Simons (2012)¹⁴, Black (2019)¹⁷, Liozu (2015)¹⁸, Tittenbrun (2016)¹⁹, Bradley (2019)¹⁵, Ewert (2021)¹⁶

$$Y = \alpha + \{(\beta_1 X_1 + \beta_{1.1} Z_{1.1}) + (\beta_2 X_2 + (\beta_{2.1} Z_{2.1} + \beta_{2.2} Z_{2.2})) + (\beta_3 X_3 + (\beta_{3.1} Z_{3.1} + \beta_{3.2} Z_{3.2}))\}$$

RESULT AND DISCUSSION

The results of this study refer to building and developing a hypothesis which has become a research framework that has been in great demand since half a century ago for the development of Schultz (1971)¹¹, whose implications are for supporting the development of villages organizational functions, according to (Sujadi, 2016),³ village's business which has been established in a decade so that the development of the Village Economic Institution will inevitably not be more advanced in achieving Organizational Mutuality with a new concept. The several measuring instruments that can be used in measuring each variable are as follows:

1) Intellectual Capital (X_1) with indicators namely knowledge, skills, expertise and talent. In line with Widiastuti's research (2019)²³ that knowledge, skills and abilities have a positive influence of 48.2% on business continuity. This shows that there is support for previous research with Intellectual Capital. Positive highlights from Ibrahim M. Hezam, A. Mishra, Pratibha Rani, F. Cavallaro, A. Saha, Jabir Ali, W. Strielkowski, D. Štreimikienė, (2022)³⁴ relevance to environmental, economic, technological, social and sustainability aspects politics, namely capital's intellectual policy in the use of electric vehicles to make a valuable alternative in an integrated manner has a positive impact on greenhouse effect incentives as well as positive support for small entrepreneurs and starts luck for rural businesses.

2) Leadership Strategy (Y_1) with indicators of discipline in other people, development of attitudes and ethics and personality behavior. In line with Sutrisno's research (2006)²⁴ that the influence of personality with competency indicators (0.251 and 0.2000) compared to its effect on work performance of (0.391 and 0.496) views the importance of competency variables should be placed on intervening variables. This is challenged in the Leadership Strategy with the interrelationship of variables supported by discipline, ethics and personality behavior contrary to the magnitude of the influence of competence and work achievement.

3) Organizational Capital (X_2) with indicators of trust in workers, leadership initiatives, employees feel valued and treated fairly, good organizational climate. Research by Astuti (2011)²⁵ that human capital has a positive effect on customer capital and structural capital, while trust and organizational culture have a negative and positive effect of 21.80% on intellectual capital elements. This shows that there are different opportunities on the two sides of Organizational Capital and Intellectual Capital.

4) Performance ($Y_{2.1}$) with indicators are responsibilities, tasks, cooperation consensus, work team. Based on Hidayat's observation (2009)²⁶ that team work is the main key in achieving team goals and missions clearly so as to determine the roles and responsibilities of each member in Margot Helpand (1994) followed by Yadi Haryadi with the characteristics of working according to consensus in achieving all achievements and performance.

5) Synergy ($Y_{2.2}$) with indicators namely Organizational learning, creativity, innovation and technological improvement. For now, based on the observations of Bris *et.al.* (2021)²⁷ that the synergy with the current environmental conditions is that acquisition is the most appropriate answer with the common goals of similar companies. Mergel, J (2012)²⁸ highlighted e-Government that the difference between the application of patterns to processes carried out for developing countries was still immature which resulted in the slow synergy that wanted to be created.

6) Social Capital (X_3) with indicators such as job security, pensions, work accidents, health insurance. Milloy, J (2022)²⁹ to increase social capital in strategic and economic interests for the development of the maritime sector will be the ability of developing countries in domestic legitimacy and the aspirations of a democratic people.

7) Commitment ($Z_{3.1}$) with the indicators being awards, suitability of remuneration, scholarships, wage price adjustments. Bravo, J. M. (2021)³⁰ considering the effect of digitalization on distribution carried out on institutional commitment and all members involved in an organization that is balanced with services and technological developments that develop for consumers.

8) Competence (Z_{3.2}) with indicators such as transfer of knowledge, negotiations, cooperation agreements (MoU), analysis of individual performance, digitalization. Buer, S. V., Semini, M., Strandhagen, J. O., & Sgarbossa, F. (2021)³¹ the need for the ability to master digital technology in an effort to improve operational performance is urgently needed and influences the cycle of goods and services to have a complementary effect.

9) Mutuality Organization (Y) with its indicators being competitive ability, products and services, customer service, turnover stability and achieving benefits. According to (Dwivedi et al., 2020)³² business continuity in the current 4.0 era, the role of the production process to digital marketing for SMEs needs to align with the target audience's marketing plans and strategies in following the growing complexity of customer behavior. (Isensee, Teuteberg, Griese & Topi, 2020)³³ determining the life and death of a business depends on digitalization is considered a major topic in all aspects of society, with the main note regarding its impact on political, economic and social elements.

Discussion according to Hamel & Prahalad (1989)²¹, intent strategic management is the key to organizational quality in human capital through Core Competence to maintain a set of skills and technology owned by the organization so that it remains capable of various existing resources (Resources Team) and has competitiveness. In line with the research results of Susilo, Budi and Komara, K. Eko. (2016)²². The Baseline Research "Building an Entrepreneurial Village Movement" on BUMDes research objects in Indragiri Hilir Regency is testing one of the regencies/cities in Riau Province in particular and in Indonesia in general that it is necessary to utilize capacity and institutions as well as the powers of the village head as commissioner to carry out various units new entrepreneurs who take part in government programs and the needs of local communities. Or, even create businesses based on natural tourism potential, tourist gardens, rice field tourism restaurants, local sampan leper wisdom, duck catching contests, and weekly shock markets, wadai (*cake*) market exchanges, holy month markets and events holidays, holidays, car free day (CFD).

CONCLUSION

Based on the discussion results from the development of hypotheses and the development of measuring tools from indicators that are adapted to problems in the field regarding the Mutuality of the Villages-Owned Enterprise Organization in question, it is hoped that this new measuring tool and arrangement of hypotheses can make enterprise easier to understand and more basic to field needs by questionnaire as many as 197 villages, so the conclusions are as follows:

1. The development of the three main variables Human Capital into Intellectual Capital, Organization Capital and Social Capital is a theory that is appropriate to be developed towards technological advances that support Leadership, Performance, Synergy, Commitment and Competence to maintain Organizational Quality that BUMDes in Indragiri Hilir Regency achieve the results of Organizational Mutuality reached a value of 37 advanced units, 25 units which were basic formations, and 135 units which had started to develop. BUMDes status in Indragiri Hilir Regency is considered to be classified as Developing.
2. All indicators that improve performance, trust in workers to generate trust, expertise and talent owned by managers together with Managers so that they are able to fill welfare spaces at work and families managing enterprise to reduce unemployment and raise village potential, village tourism and trade and services adapted to the latest technological advances. However, in the past five years, Villages Business Model in Indragiri Hilir Regency have been able to generate Village Original Income or PADes of 11.38%, Benefits of 85.33% and Distribution of Business Results or PHU of 11.48%.

Recommendations

1. The leadership strategy suggested for start-up companies that are run by appropriate rural businesses uses Transformational Leadership that will guide social entrepreneurs towards organizational learning, training, motivational incentives, and updating digital technologies as the right targets for efficiency. While investor leadership, in this case donors, acts as Transactional Leadership, this suggests that two different poles with one indicator of tolerance, trust and mutual understanding will be able to neutralize the situation. Oppenheimer, P., Peytavin, L., Jaisson, G., & Bell, S. (2020)³⁶, even though there is rotation, strong leadership will be able to restore the situation so that it continues to meet market expectations in a global impact that destroys the economy.

Competence and Commitment are like two sides of a coin, these two cognitive attitudes cannot be separated, they can even result in a reciprocal relationship that is rarely studied by others, so it needs to be maintained in every organization, both beginners and large organizations with strong positions. Along with Kljucnikov, A., Sobekova-Majkova, M., Vincurova, Z., Sarvutyte-Gailiuniene, M., & Kiausiene, I. (2018)³⁵, Low liquidity and bankruptcy are problems that plague about a third of companies in Europe Middle

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