



Research Paper

## Village Development Strategy Towards Independent Village in Tana Toraja District

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**ABSTRACT:** We need a benchmark to measure how good is the development and well-being of a region. The improvement is marked by the existence of a structural change in few aspects, such as education, healthcare, economics, politics, and culture. In Indonesia, the development stage could be seen from its status. There are four statuses, Independent village, developed village, developing village, and underdeveloped village, with Independent village being the highest of all, where its population is increasing, and few numbers of poverty. In general, there are still no villages in Toraja with the Independent village status. Therefore, this research aims to know how far is the village development (towards independent village) by describing the strategy of village potential mapping towards village development that is done by the regional government of Tana Toraja District, describing the effects of improving the quality of human resources towards village development that is done by the regional government in Tana Toraja District, and describing the strategies of information technology system utilization towards village development that was done by the regional government of Tana Toraja District.

**KEYWORDS:** Village development, Independent village, Regional government

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### I. INTRODUCTION

In order to strengthen the effort of reaching the target of village and rural areas, the government promoted the Village Index Build (IDM) which is stated in National Medium Term Development Planning (RJPMN) 2015-2019. From this RJPMN, the strategic target is to decrease underdeveloped villages to 5000 villages and increase the number of Independent villages to at least 2000 villages in 2019. The development target needs the village details and its development status. Village index build is not only useful to know the development status of every village that sticks to its characteristics, but also could be developed as an instrument to do targeting in reaching the target of RPJMN 2015-2019.

In the effort to decrease the number of underdeveloped village and raise the numbers of independent village, the problem that must be solved is poverty, where it has always been the attention of the Indonesian government. This happens because the government realizes the importance of solving poverty. If they fail to solve this problem, it could cause various social, economic, and political problems among the people. The serious effort of the government has been proven in 1976-1996, where poverty in Indonesia decreased drastically from 40% to 11%. (According to Mubyarto, which is quoted by Agus Purwanto, 2007).

### II. RESEARCH METHOD

#### Research Location

In this research, the author chose the existing villages in Tana Toraja District for the research location.

#### Data and Data Sources

The data that was used in the Village Development Strategy Towards Independent Village in Tana Toraja District research consists of:

1. Primary Data

Primary data sources are datas that directly give information to the research or data gatherers. Primary datas could be obtained by doing interviews to existing village apparatuses, village head, village secretaries, and

village residents in Tana Toraja District.

## 2. Secondary Data

Secondary data source is a data source which indirectly gives data to the data gatherers, and could be found realivly easy. In this research, the secondary data sources are literatures, articles, journals, as well as internet sites related to the research, as well as some documents related to the research such as proof, notes, or historical reports that is included in published and unpublished archives.

### **Data Gathering Technique**

In the Data Gathering of the Independent Village Development Strategy in Tana Toraja District in increasing the well-being of the village residents, the researcher used the following techniques:

#### a. Interview

Interview is a conversation with a certain purpose. The conversation is done by two parties, that is the interviewer, who asks the questions, and the interviewee, who gives the answers to the questions. A deep interview is a data gathering technique by doing intensive conversation to give various informations related to the existing problems in the research. The success rate in getting data and information from the studied object heavily depends on the ability of the interviewer in doing interview. This interview technique is used to know deeply, detailed, and intensively, as well as to dig the informants or respondents' experience from a certain topic.

#### b. Observation

Observation is an activity of systematically taking notes of happenings, activities of observed objects of anything related to the research that is being conducted. The researcher does a direct observation by using the observation model or participation observation. Participation observation is through a direct involvement with the object observed. The researcher does a direct research towards the environment condition of the research object that supports the research, so that it is able to obtain a clear picture about the research object condition.

#### c. Documentation

Documentation is a data gathering technique that is used to support and strengthen the datas gathered through observation and interview method. The documentation method is a method used to browse the historical data. Documentation is a note of past events. The main characteristic of this data is not limited to time and space, so it gives an opportunity to the research for past events. Documents are divided into two, official and perspnal documents. In the documentation method, it is also important to gather the datas by examining important documents that are related to the research variable, such as notes, books, newspapers, magazines, meeting notes, agendas, etc.

### **Data Analysis Technique**

Data Analysis technique that is used in this research is the SWOT analysis, which compares the external factor of opportunity, and the internal factors of strength and weakness.

#### 1) Internal and External Factors Analysis

Internal factor is included to the Internal Strategic Factor Analysis Summary (IFAS). Meanwhile, external factor is included to the External Strategic Factor Analysis Summary (EFAS) by giving score to every variable.

After deciding the score of every variable, total score of internal and external factors is known, so the total score could prove that both has equal value or not to plan strategy. After analyzing those, the next step is to determine the SWOT strategy.

IFAS and EFAS factors is a general picture in which the next research could be adjusted according to the field situation, that is activities done by object, organization, or firms where the research was conducted. For the score of every factor, the following applies:

##### a) Internal Factors

Score 4 : If the firm's internal condition is convincing

Score 0 : If the firm's internal condition is neutral

Score -4 : If the firm's internal condition is threatening

##### b) External Factors

Score 4 : If the firm's internal condition is very strong

Score 0 : If the firm's internal condition neutral

Score -4 : If the firm's internal condition is very weak

In determining the factor value based on the factor's effect towards the strategic position of the firm with a scale of 1,0 (most important) to 0,0 (not important), and every value does not exceed 1,00. Values and rating are determined based on questionnaires, where the reference of the values are as such:

Values are determined as such:

- 0.20 = Very strong
- 0.15 = Above average
- 0.10 = Average
- 0.05 = Below average

Ratings are determined as such

- 4 = Major strength
- 3 = Minor strength
- 2 = Major weakness
- 1 = Minor weakness

From the weighting above, we can comprehend, about the value weighting, the smaller the number, the smaller the effect will be, and vice versa. Meanwhile about the rating weighting, 1-2 gives negative effects, and 3-4 gives positive effects. The bigger the numbers, the bigger the effects towards the firm.

## 2) SWOT Matrice

Table 1. SWOT MATRICE

EFAS IFAS	STRENGTH (S)	WEAKNESS (W)
OPPORTUNITY (O)	SO	WO
THREAT (T)	ST	WT

- a) SO strategy, which is made based on the firm mindset, by utilizing every strength to seize and make well use of opportunity
- b) ST strategy, which uses firm strength to overcome the threats
- c) WO strategy, which is based on the opportunity utilization by minimizing weaknesses
- d) WT strategy, which is based on defensive activities and minimize weakness and avoid threats

## III. ANALYSIS AND DISCUSSION

### Internal Factors

Table 1. Questionnaire Results and Rating of Internal Factors Data

Internal Factors					
No.	Strength	Rating			
		1	2	3	4
1	Tour potential that will be/is a tourist attraction	0	1	14	28
2	There is coordination between village government and district government	0	0	16	27
3	There are adequate transportation facilities in the vilage	0	0	15	28
4	Easy to access location/close to district capital	0	7	11	25
5	Supporting facilities and infrastructure such as computers are available	0	8	24	11
6	Most of institution's human resources knows well how to use Microsoft office and access the internet	0	1	10	32
7	There are assets/village potentials that are developed by Village Business Entity (BUMDes)	1	1	12	29
No.	Weakness				
1	Tourist attraction marketing is not optimal yet	0	9	13	21
2	Village institutions are not yet focused on village development	5	13	24	1
3	Village asset/potential management is not optimal yet	0	5	24	14
4	Lack of support from the people in village development	1	4	20	18
5	Village government management is not optimal yet	0	14	21	8
6	Cleanliness and comfort level in the village is not maximal yet	0	13	24	6
7	Village potential/resources has not yet been explored well	2	16	22	3

### External Factors

Table 2. Questionnaire Results and Rating of External Factors Data

External Factors					
No.	Opportunity	Rating			
		1	2	3	4
1	Village opportunity to attract visitors	1	2	6	34
2	Has a chance to be developed to Independent village	1	1	18	23

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3	Could create a work opportunity	0	2	14	27
4	Road access from district capital is good	1	0	19	23
5	Availability of online market for people's product marketing	1	0	1	41
6	Availability of supporting facilities and infrastructures such as Internet network	0	0	26	17
7	Village assistant's role in development	1	0	4	38
<b>No.</b>	<b>Threat</b>				
1	Lack of people's awareness of taking care of village facilities and infrastructure	5	6	7	17
7	Village location is far from the city	29	27	36	26
3	The decline of tourists' interest	8	10	0	0
4	Covid disease (Social distancing)	1	0	0	0

### Weight Calculations

#### Internal Factors Weight Calculation

On the calculation of internal factors (opportunity and threat), is sorted based on the importance level, with 1,00 as very important, and 0,00 as not important. The following is the calculation result of internal factors weight:

Table 3. Internal Factors Weighting Result

<b>Internal Factors</b>			
<b>No.</b>	<b>Strength</b>	<b>Questionnaire data processed</b>	<b>Weight</b>
1	Tour potential that will be/is a tourist attraction	156	0,08
2	There is coordination between village government and district government	156	0,08
3	There are adequate transportation facilities in the vilage	157	0,08
4	Easy to access location/close to district capital	147	0,08
5	Supporting facilities and infrastructure such as computers are available	132	0,07
6	Most of institution's human resources knows well how to use Microsoft office and access the internet	160	0,08
7	There are assets/village potentials that are developed by Village Business Entity (BUMDes)	155	0,08
<b>Total (Strength)</b>		<b>1063</b>	<b>0,55</b>
<b>No.</b>	<b>Weakness</b>		
1	Tourist attraction marketing is not optimal yet	142	0,07
2	Village institutions are not yet focused on village development	107	0,05
3	Village asset/potential management is not optimal yet	138	0,07
4	Lack of support from the people in village development	141	0,07
5	Village government management is not optimal yet	123	0,06
6	Cleanliness and comfort level in the village is not maximal yet	122	0,06
7	Village potential/resources has not yet been explored well	112	0,06
<b>Total (Weakness)</b>		<b>884</b>	<b>0,45</b>
<b>Internal Factors Total</b>		<b>1947</b>	<b>1,00</b>

#### External Factors Weight Calculation

On the calculation of external factors (opportunity and threat), is sorted based on the importance level, with 1,00 as very important, and 0,00 as not important. The following is the calculation result of external factors weight:

Table 4. External Factors Weighting Result

<b>External Factors</b>			
<b>No.</b>	<b>Opportunity</b>	<b>Questionnaire data processed</b>	<b>Weight</b>
1	Village opportunity to attract visitors	159	0,13
2	Has a chance to be developed to Independent village	149	0,12
3	Could create a work opportunity	154	0,12
4	Road access from district capital is good	150	0,12
5	Availability of online market for people's product marketing	168	0,13
6	Availability of supporting facilities and infrastructures such as Internet network	146	0,12
7	Village assistant's role in development	165	0,13
<b>Total (Opportunity)</b>		<b>1091</b>	<b>0,67</b>

No.	Threat		
1	Lack of people's awareness of taking care of village facilities and infrastructure	124	0,10
2	Village location is far from the city	125	0,10
3	The decline of tourists' interest	136	0,11
4	Covid disease (Social distancing)	146	0,12
<b>Total (Threat)</b>		<b>172</b>	<b>0,33</b>
<b>External Factors Total</b>		<b>1622</b>	<b>1,00</b>

### Weight Calculation and Rating Matrices

#### Internal Strategic Factors Analysis Summary (IFAS) Matrice Calculation

After strategic internal factors has been identified, Internal Strategic Factors Analysis Summary (IFAS) table is then arranged to formulate strategic internal factors in the *Strength* and *Weakness* framework for independent village development strategy.

Table 5. Strength Matrice

No.	Strength	Weight	Rating	Score
1	Tour potential that will be/is a tourist attraction	0,08	4	0,29
2	There is coordination between village government and district government	0,08	4	0,29
3	There are adequate transportation facilities in the vilage	0,08	4	0,29
4	Easy to access location/close to district capital	0,08	3	0,26
5	Supporting facilities and infrastructure such as computers are available	0,07	3	0,21
6	Most of institution's human resources knows well how to use Microsoft office and access the internet	0,08	4	0,31
7	There are assets/village potentials that are developed by Village Business Entity (BUMDes)	0,08	4	0,29
<b>Total Strength</b>		<b>0,55</b>		<b>1,93</b>

Table 6. Weakness Matrice

No.	Weakness	Weight	Rating	Score
1	Tourist attraction marketing is not optimal yet	0,07	3	0,24
2	Village institutions are not yet focused on village development	0,05	2	0,14
3	Village asset/potential management is not optimal yet	0,07	3	0,23
4	Lack of support from the people in village development	0,07	3	0,24
5	Village government management is not optimal yet	0,06	3	0,18
6	Cleanliness and comfort level in the village is not maximal yet	0,06	3	0,18
7	Village potential/resources has not yet been explored well	0,06	3	0,15
<b>Total Weakness</b>		<b>0,45</b>		<b>1,35</b>
<b>Total Internal Factors (IFAS)</b>		<b>1,00</b>		<b>3,28</b>

Based on the IFAS matrice table, it gained a total score of 3,28. This shows that the development of Independent village is in strong position in utilizing owned strength and is able to overcome every weakness. In the independent village development strategy has a main strength of 0,31, that is most of the institution's human resources knows well how to use Microsoft office and access the internet. On the other hand, there are two weaknesses with the same value, those are: 1) Tourist attraction marketing is not optimal yet, and 2) Lack of support from the people in village development, with both being 0,24.

#### External Strategic Factors Analysis Summary (EFAS) Matrice Calculation

External Strategic Factors Analysis Summary (EFAS) is an analysis tool that serves the firm's external condition to determine the opportunity and threat factors that is faced for the independent village development strategy.

Table 7. Opportunity Matrice

No.	Opportunity	Weight	Rating	Score
1	Village opportunity to attract visitors	0,13	4	0,36
2	Has a chance to be developed to Independent village	0,12	3	0,32
3	Could create a work opportunity	0,12	4	0,34
4	Road access from district capital is good	0,12	3	0,32
5	Availability of online market for people's product marketing	0,13	4	0,40
6	Availability of supporting facilities and infrastructures such as Internet network	0,12	3	0,31
7	Village assistant's role in development	0,13	4	0,39
<b>Total Opportunity</b>		<b>0,67</b>		<b>2,44</b>

Tabel 8. Threat Matrice

No.	Threat	Weight	Rating	Score
1	Lack of people's awareness of taking care of village facilities and infrastructure	0,10	3	0,22
2	Village location is far from the city	0,10	3	0,22
3	The decline of tourists' interest	0,11	3	0,27
4	Covid disease (Social distancing)	0,12	3	0,31
<b>Total Threat</b>		<b>0,37</b>		<b>1,02</b>
<b>Total External Factors (EFAS)</b>		<b>1,00</b>		<b>3,46</b>

Based on the EFAS matrice table, it gained a total score of 3,46. This shows that the strategy for independent village development strategy has a strong capability in utilizing existing opportunity and preventing threats. The main opportunity in Independent village development in Tana Toraja District is the Availability of online market for people's product marketing, with the value of 0,40. This shows that the village apparatuses are able to make use of the ongoing trends to introduce their village's potential to society through the internet. Meanwhile, the main threat for the independent village development is the ongoing Covid disease (Social distancing), with the value of 0,31. Therefore, tourist numbers have been declining.

### Internal-External Matrice (IE)

IE Matrice could be seen on two dimensions, that is IFAS total value which is weighted on x axis, and EFAS total value, which is weighted on y axis. On the x axis of IE matrice, an IFAS value of 1,00-1,99 shows a weak internal position, 2,00-2,99 means normal, and 3,00-4,00 is considered strong. And so is the y axis, which is the EFAS total value.

### Analisis SWOT

SWOT matrice gives an image of the factors that become strength and weakness, as well as opportunity and threat that is in the independent village development strategy in Tana Toraja District. SWOT matrice consists of strategy combination of S-O (*Strength-Opportunities*), S-T (*Strength-Threats*), W-O (*Weakness-Opportunities*), and W-T (*Weakness-Threats*). After obtaining the strategy point based on strength, weaknesses, opportunities, and threats, an alternative strategy could be formulated. This formulation is done by using the SWOT matrice.

Table 9. SWOT Analysis

	<p><b>Strength</b></p> <ol style="list-style-type: none"> <li>1. Tour potential that will be/is a tourist attraction</li> <li>2. There is coordination between village government and district government</li> <li>3. There are adequate transportation facilities in the vilage</li> <li>4. Easy to access location/close to district capital</li> <li>5. Supporting facilities and infrastructure such as computers are available</li> <li>6. Most of institution's human resources knows well how to use Microsoft office and access the internet</li> <li>7. There are assets/village potentials that are developed by Village Business Entity (BUMDes)</li> </ol>	<p><b>Weakness</b></p> <ol style="list-style-type: none"> <li>1. Tourist attraction marketing is not optimal yet</li> <li>2. Village institutions are not yet focused on village development</li> <li>3. Village asset/potential management is not optimal yet</li> <li>4. Lack of support from the people in village development</li> <li>5. Village government management is not optimal yet</li> <li>6. Cleanliness and comfort level in the vilage is not maximal yet</li> <li>7. Village potential/resources has not yet been explored well</li> </ol>
<p><b>Opportunity</b></p> <ol style="list-style-type: none"> <li>1. Village opportunity to attract visitors</li> <li>2. Has a chance to be developed to Independent vilage</li> <li>3. Could create a work opportunity</li> <li>4. Road access from district capital is good</li> <li>5. Availability of online market for people's product marketing</li> <li>6. Availability of supporting facilities and infrastructures such as Internet network</li> </ol>	<p><b>S-O</b></p> <ol style="list-style-type: none"> <li>1. Improve and optimize the potential of vilage tourism so that it could attract more visitors</li> <li>2. Improve the quality of human resources to create an independent vilage</li> <li>3. Expand marketing by making use of the information technology development</li> <li>4. Improve the product quality of the tourism services by the private sector overall, especially in services such as transportation and accomodation</li> </ol>	<p><b>W-O</b></p> <ol style="list-style-type: none"> <li>1. Tourism attraction has to be made in the form of tourism package, whether in forms of object unitization, and tourism travel package.</li> <li>2. Raise the capacity and people's participation through facilitation, training, and supervision in planning, execution, and monitoring of the vilage development</li> <li>3. Improve and seek tourism objects that has a specialty by processing diversification of the tourism object so that one region relates and supports the other.</li> <li>4. Making use of natural resources for the prosperity of the people</li> </ol>

7. Village assistant's role in development		
<b>Threat</b>	<b>S-T</b>	<b>W-T</b>
1. Lack of people's awareness of taking care of village facilities and infrastructure	1. Improving people's knowledge through counselling about the chances of being an independent village through tourism	1. Hold a socialization of the potential development through village discussion that is attended by village apparatuses and people.
2. Village location is far from the city	2. Implement rules so the situation becomes comfortable and conducive	2. Improve facilities and infrastructures through the aid that is given by the government
3. The decline of tourists' interest	3. Implement the design or formulated strategic plan	3. Improve synergy between village apparatus and society
4. Covid disease (Social distancing)		

Independent village development strategy in Tana Toraja District must lead to the comprehensive target that has program integration as a whole. The strategy is expected to increase the village potential, both from the human resources aspect, and natural resources aspect. One of the methods that is used to formulate an independent village development strategy is by doing the SWOT analysis. The instrument that was done in this research is by doing questionnaires and interviews towards fixed respondents. This was done to see and know the factors affecting the independent village development strategy.

### Strategy Formulation Through SWOT Analysis

Interview and observation results that has been done to the village apparatuses and people shows the analysis results that are shown in strength, weakness, opportunity, and threat. The strategy obtained for the independent village development in Tana Toraja District are SO, WO, ST, and WT strategies.

1. Strength-Opportunity Strategies, including:
  - a) Improve and optimize the potential of village tourism so that it could attract more visitors
  - b) Improve the quality of human resources to create an independent village
  - c) Expand marketing by making use of the information technology development
  - d) Improve the product quality of the tourism services by the private sector overall, especially in services such as transportation and accomodation
  
2. Weakness-Opportunity Strategies, including:
  - a) Tourism attraction has to be made in the form of tourism package, whether in forms of object unitization, and tourism travel package.
  - b) Raise the capacity and people's participation through facilitation, training, and supervision in planning, execution, and monitoring of the village development
  - c) Improve and seek tourism objects that has a specialty by processing diversification of the tourism object so that one region relates and supports the other.
  - d) Making use of natural resources for the prosperity of the people
  
3. Strength-Threat Strategies, including:
  - a) Improving people's knowledge through counselling about the chances of being an independent village through tourism
  - b) Implement rules so the situation becomes comfortable and conducive
  - c) Implement the design or formulated strategic plan
  
4. Weakness-Threat Strategies, including:
  - a) Hold a socialization of the potential development through village discussion that is attended by village apparatuses and people.
  - b) Improve facilities and infrastructures through the aid that is given by the government
  - c) Improve synergy between village apparatus and society

**Table 10.** SWOT Analysis Priority

Priority	Strategy	Score Weight
I	Strength - Opportunity	4,37
II	Weakness - Opportunity	3,79
III	Strength - Threat	2,95
IV	Weakness - Threat	2,37

Based on the interaction results of IFAS and EFAS shows that the strategy with the highest score weight is the (Strength-Opportunity) strategy, a strategy which utilizes existing strength to make use of the existing opportunity. This benefits many parties, such as village managers, society, and regional government

because the strength owned to develop an independent village in the region of Tana Toraja District is bigger than the existing weakness. The appropriate strategies for village development towards independent village based on Strength-Opportunity (SO) strategies are: 1) Improve and optimize the potential of village tourism so that it could attract more visitors, 2) Improve the quality of human resources to create an independent village, 3) Expand marketing by making use of the information technology development, 4) Improve the product quality of the tourism services by the private sector overall, especially in services such as transportation and accommodation.

The appropriate strategies for village development towards independent village based on Weakness Opportunity (WO) strategies are: 1) Tourism attraction has to be made in the form of tourism package, whether in forms of object unitization, and tourism travel package, 2) Raise the capacity and people's participation through facilitation, training, and supervision in planning, execution, and monitoring of the village development, 3) Improve and seek tourism objects that has a specialty by processing diversification of the tourism object so that one region relates and supports the other, and 4) Making use of natural resources for the prosperity of the people. These are in accordance to Elsa (2014)'s research which stated the appropriate strategy in developing underdeveloped villages is to increase natural resources through farm intensification.

The appropriate strategies for village development towards independent village based on Strength-Threat (ST) strategies are: 1) Improving people's knowledge through counselling about the chances of being an independent village through tourism, 2) Implement rules so the situation becomes comfortable and conducive, and 3) Implement the design or formulated strategic plan

Strategies based on Weakness-Threat (WT) are: 1) Hold a socialization of the potential development through village discussion that is attended by village apparatuses and people, 2) Improve facilities and infrastructures through the aid that is given by the government, and 3) Improve synergy between village apparatus and society. To form an independent village, an effective planning is needed so that the development goes according to expectations, and problems are controllable. For that, efforts from various parties are needed, such as from the village apparatuses, government, and the people. The development will go according to plan and be successful if the government is able to work together with the people, because the people are the main target in the development.

#### **IV. CONCLUSIONS**

Based on the research results above, it can be concluded that the strategies in Village Development Strategy Towards Independent Village is as follows:

1. Mapping of village potential and market network that could be managed to become the village economic source and society's economy through tourism sector, where it is known that Tana Toraja District has a lot of tourism potentials. By using the existing potentials, the next step is to formulate the appropriate useful program, for both the village and the people. The existence of such programs are expected to raise revenue, well-being, and the independence of the people.
2. The strategy of increasing the quality of the Human Resources by doing direct guidance to execute development acceleration in socio-cultural aspect, improving the capacity of regional government and administration arrangement of regional government, as well as raise the participation of the people through facilitation, training, and supervision in planning, execution, and village development monitoring
3. Village development strategy towards independent village by making use of the information technology system could be done by broadening marketing by making use of the information technology development, by using the internet-based technology, we could introduce the tourism potential to many people. Moreover, village governance could be executed by using information technology system, such as village administration, population, finance, and public service using computerized system.

#### **V. RECOMMENDATIONS**

1. Village apparatuses, local government and people, are expected to implement the strategy obtained and do evaluation periodically to detail precisely and clearly, as how is the true realization of the village development towards independent village strategy that has been set.
2. The next researcher is expected to cover broader area in digging information in order to gain new strategies in village development towards independent village efforts.

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#### **LAWS**

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