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## Actor analysis in sustainable village-based enterprises: Examining the Role of Stakeholders

### ABSTRACT

*Fundamentally, the establishment of village-based enterprises is a mandate of the village law in an effort to encourage or stimulate the wheels of the rural economy and also increase village income sources. The implementation of the mandate of this law makes it important to involve Village-Based Enterprises stakeholders in its management. This study aims to determine the roles and interaction patterns of stakeholders (actors) in the management of village-based enterprises in Bali. The analysis method used in this study is Mactor. Primary data collection was obtained through interviews guided by a questionnaire and direct observation. The research findings indicate that each player, specifically the Village Ministry PDTT, Provincial Government, District Government, Village Government, Village-Based Enterprise Manager, Villagers, and Business Partners, play a crucial role in determining the sustainability of village-based companies. The linkages between actors interact with each other in the management of village-based enterprises and are able to mobilize actors to achieve management goals. All actors agree that village-based enterprises must be developed both in terms of management and institutions. The contribution of the results of this research becomes a recommendation for collaborative planning among stakeholders, so that it becomes a strategic step in sustainable village-based enterprise.*

**Kata kunci:** bali, mactor analysis, stakeholders, sustainability, village-based enterprises

**Klasifikasi JEL:** E26, D31, G23, G2

### INTRODUCTION

One of the Indonesian government's top priorities is to enhance the development of regions and villages in order to strengthen the country as a whole. The village, as the centre of development, is crucial to boosting the economy of the nation. The village has the authority to control and administer governmental affairs in order to maintain the viability of the

local economy as a legal community unit. One of the responsibilities of the village is to enhance community well-being. In order to achieve this objective, it is imperative to establish a self-sufficient village (Amantha, 2021; P. Wahyudi et al., 2019). A village that is capable of utilizing all available resources to improve the prosperity of its residents is considered autonomous.

As one of the initiatives to improve the welfare of villages, villages may establish a corporate entity that is capable of administering and utilizing all of the community's resources. This organization is commonly referred to as village-based enterprises (BUMDes) (Fatmawati et al., 2020).

A novel method of rural development involves the establishment of economic autonomy for villages (Runtunuwu et al., 2022).. Building economic independence is an endeavor to address the village's persistent issue of low social well-being. This ailment can only be cured by breaking the cycle of destitution. The method for reducing poverty and inequality is implemented by maximizing the potential of village resources and empowering the community. Local economic development must be prioritized over other factors, such as community empowerment, in order to optimize village resources (Nuraini, 2020).

Economic independence for villages is the objective of municipal economic development. Village-based

enterprises have the potential to promote local economic development (Ahmadimanesh et al., 2019; D & Ansori, 2022; Utomo & Purnamasari, 2021; Wahed et al., 2020). Village-based enterprises are presently of significant concern to the government as a means of enhancing rural economic activity. It is anticipated that village-based enterprises will evolve into a social organization that can provide social services to the community, in addition to functioning as an economic institution. The Government Regulation of the Republic of Indonesia No. 11/2021 specifies five objectives for the establishment of village-based enterprises. By managing businesses, developing investments, and maximizing village potential, village-based enterprises are first anticipated to boost the productivity of the village economy. By providing goods and services to the neighbourhood and overseeing the village's food stockpile, village-based enterprises also do operationally-based public service activities. Thirdly, economically, it is anticipated that village-based

enterprises will be able to maximize the economic resources of rural communities and raise village original income (PAD). Fourth, village-based enterprises get the chance to use and manage local resources to make them more valuable. Fifth, village-based enterprises is anticipated to be able to create a local digital economic ecosystem as the centre of its operations.

The local government acted swiftly in response to the significance of village-based enterprises' existence and the government's high expectations for their presence, as seen by the village-based enterprises population's steady rise. Local-based firms play a crucial role in sustaining the national economy in a nation with many villages, like Indonesia, by maximizing local potential (Ikhwansyah, 2020; Pelyukh et al., 2021; Tarlani, 2022). As a result, raising village-based enterprises' productivity can benefit the local economy. There are currently 83,381 villages in Indonesia, distributed across 38 provinces. There were 60,417 village-based enterprises in 2022, according to

the Ministry of Villages, Development of Disadvantaged Regions, and Transmigration (*Kemendesa PDTT*). This amount is more than the 57,288 village-based enterprises in 2021.

In recent years, academics and policy experts have shown increased interest in village-based firms due to their importance in improving the potential of villages. Multiple recent studies have indicated that the establishment of firms in villages has the potential to enhance both the local economy and social welfare (Iqbal & Fridayani, 2021; Syafingi, 2020; Zuhdiyaty, 2019). The existence of village-based enterprises was also cited in a previous study as contributing to community empowerment (Ibrahim, 2020; Ikhwansyah, 2020; Razak, 2020). In accordance with some of the above findings, various studies conducted during the COVID-19 epidemic revealed the beneficial effects of village-based enterprises on boosting the local economy (Fuadi, 2022; Khairunnisa, 2021; Maudina, 2022; Sofianto, 2021; Sundari, 2022). The findings of earlier

research are pertinent to the creation of village-based enterprises. As a institution that uses village funds, village-based enterprises is created based on the economic potential and involvement of the village community, operates in accordance with the local goods it produces, and avoids competing with already established local businesses.

Numerous studies have also focused on the failure of village-based enterprises to perform their duties. The failure of village-based enterprises to expand their operations and the local economy (Pradnyani, 2019). Similar to this, village-based enterprises ' inability to raise local income (Purba et al., 2018). In order to assist the development of the local economy, it is necessary to take into account, research, and scientifically explain the viability of village-based enterprises.

The sustainability of village-based enterprises can be enhanced by leveraging human resources. In order to effectively manage institutions for the purpose of village economic development, human resources are

essential (Irwansyah et al., 2022; Purbadharmaja et al., 2023; Sauw & Djami, 2021; A. Wahyudi et al., 2020). In the sustainability of village-based enterprises, a variety of parties with varying roles are working toward the same objective. It is essential for businesses to have stakeholders, as they can be directed by their objectives (Kurniasih, 2019; Salaka, 2021). The fundamentals of stakeholder involvement in village-based enterprises must be investigated in the context of sustainability principles (Elkington, 1994). As a consequence, it is imperative to conduct research on the contributions of stakeholders and the rationale behind the establishment of village-based enterprises.

This study offers three contributions. First, it offers several viewpoints on the function of stakeholders in Indonesian village-based enterprises. This study also highlights Indonesian local knowledge, particularly as it relates to village-based enterprises. Second, by including stakeholders, economic potential, and governance practices that were lacking

in earlier research, this study also adds knowledge to the literature on creating the sustainability of village-based enterprises. Most studies have found a connection between villagers' businesses and the neighbourhood. Finally, by taking into account public opinion, this study will help policymakers manage village-based enterprises.

## METHOD

The objective of this study was to ascertain the stakeholders' contributions to the sustainability of village-based companies. This study involved 46 village-based enterprises from seven distinct types of companies in Badung Regency, Bali Province, Indonesia.

In this study, the complete population is sampled in order to determine the part that each stakeholder (actor) plays in ensuring that village-based enterprises can survive. When compared to other districts in Bali, Badung Regency provides village-owned businesses with more diverse management options and commercial

discrepancies because it is the region with the highest regional original income in the Province of Bali. In order to understand the sustainability of village-based enterprises in the Indonesian province of Bali, it is important to understand the factors that explain the research's findings.

Primary and secondary sources of data were employed. On the basis of a research questionnaire, a survey of the complete research population was done to collect primary data and identify the participants in the sustainability of village-based enterprises. Based on survey results, it was confirmed in a focus group with managers of village-based enterprises who serve as representatives of each type of industry, the provincial government, the district government, the village government, the village community, and business partners. Secondary data was collected from a variety of papers, books, articles, and already completed studies. From organizations and offices connected to this investigation, secondary data was also gathered.

Research topics were addressed using Mactor-Lipsor analysis. The Mactor technique may map both direct and indirect effects between actors and the dependencies that support them. According to Mactor's analysis, actors are defined as individuals or groups that hold a position within the system under study and take part in mobilizing their own resources to affect outcomes either directly or indirectly through their effect on other actors (Fetoui et al., 2021; Godet, 1991). A factor or issue, on the other hand, is defined as a variable, an idea, a topic, a problem, or something that prompts discussion. Mactor examined the players' strengths and compared and contrasted the numerous issues and objectives to be solved (Pelyukh et al., 2021; Yuen et al., 2020).

The (Godet, 1991) dan (Bendahan et al., 2004) models are referenced by the Mactor model in this work, which has the following formulas and procedures. First, ascertain who the major performer is. In this study, the key players who promoted improved village-based

enterprises performance were initially identified. Second, decide what goals need to be accomplished. Third, choose the approach you'll use to carry out the plan of action. Fourth, use a scale of 0–4 to evaluate the degree of influence between the actors (1 = actor  $A_i$  has no influence on actor  $A_j$ ; 2 = actor  $A_i$  can jeopardize actor  $A_j$ 's plans; 3 = actor  $A_i$  can jeopardize actor  $A_j$ 's mission; 4 = actor  $A_i$  can endanger actor  $A_j$ 's existence). Fifth, ascertain the impact of actors on a situation.

The Mactor method utilizes three primary inputs: the 1MAO matrix, which represents the actor's position in relation to the goal; the 2MAO, which incorporates the salience variable from the actor to the goal; and the MID, or Matrix of Influence Direct, which outlines the variable influence. The MID matrix, 1MAO matrix, and 2MAO matrix are the only inputs needed from the user when using the Mactor software; the rest will be generated by the computer using a mathematical method (Fauzi, 2019; Stratigea, 2013). As a result, each pair of actors is included

in the calculation of the direct and indirect influence matrix (also known as the MIDI matrix).

## RESULT AND DISCUSSION

Actors or stakeholders have a significant impact on both how sustainability goals are achieved and the

fundamental elements of sustainability. As shown in Table 2, the outcomes of the survey data collection done can identify a number of actors in the sustainability of village-based enterprises.

Table 1: Actors in the Sustainability of Village-Based Enterprises

No	Actor/ Stakeholder	Code	Description
1	Village Ministry PDTT	Ministry	The ministry that oversees village-based enterprises throughout Indonesia
2	Provincial Government	Province	The government has authority at the provincial level
3	District/ City Government	District	The government has authority at the district/city level
4	Village Government	Village	The government that has authority in the province
5	Village-Based Enterprise Manager	Manager	Administrators who have the authority to manage and be responsible for the operations of village-based enterprises
6	Villagers	Villagers	People who live and live in the village
7	Business Partner	Partner	Parties outside the government and managers who work together in the operation of village-based enterprises

According to Table 1, there are seven actors or stakeholders who affect the viability of village-owned businesses. The authority of the central government is the Ministry of Villages,

Development of Disadvantaged Regions, and Transmigration (Ministry of Villages PDTT). In order to assist the President in carrying out state administration, the Ministry of Villages



PDTT is responsible for managing government affairs in the fields of village and rural area development, empowering village communities, accelerating the development of underdeveloped areas, and transmigration. According to the circumstances, peculiarities, and superior potential of the region in question, the Provincial Government has the authority to implement regional autonomy in terms of enhancing people's welfare, equity and justice, democratization, respect for local culture, and taking into account the potential and diversity of the region. The district/city governments have jurisdiction over public works, education and culture, agriculture, health, industry and trade, transportation, the environment, investment, cooperatives, land, and employment at the district/city level. The role of village government is to carry out village administration, village community empowerment, village community development, and village development.

The operational of Ministry of Villages, Development of Disadvantaged Regions, and Transmigration are managed by a village-based enterprise manager, who is also responsible for: (1) adhering to the Articles of Association, the Bylaws, and all applicable laws and regulations; and (2) putting into practice the values of professionalism, efficiency, transparency, independence, accountability, and fairness. Villagers are a group of communities that serve as executors, supervisors, supporters, and observers in the operational implementation of village authorities and institutions under the control of the village government. They are the smallest unit in a village. Business partners are non-governmental entities that can contribute to village development through mutually advantageous partnership for the expansion of the community's potential. Additionally, in accordance with the findings of the research survey, which are shown in Table 2's results, each stakeholder's role will be in line with the

sustainability objectives of Village-Based Enterprise.

Table 2: Village-Based Enterprises Sustainability Goals

No	Actor/ Stakeholder	Code	Description
1	Supporting village economic	Economic	Support for creating stable village economic conditions
2	Increasing village original income	Incomevill	Increased original income earned by the village
3	Growth Economic	Growth	Village economic growth that is able to grow and develop
4	Equity Economic	Equity	Even distribution of the economic conditions of the village community as a whole
5	Village potential management	Potential	Wisely managing the potential of the village for the welfare of the community
6	Job opportunities	Job	Open and provide employment opportunities for all village communities.

According to Law Number 6 of 2014 concerning villages and Law Number 11 of 2020 concerning job creation, which have strengthened the status of village-based enterprises as legal entities, the objectives listed in Table 3 are the objectives of establishing

the sustainability of village-based enterprises and survey results. A matrix is created in order to determine the direct and indirect consequences, with reference to the players and goals of the sustainability of village-owned businesses, as illustrated in Figure 1.

MDII	District	Province	Ministry	Village	Manager	Villagers	Partner	∑
District	7	6	7	7	8	8	8	44
Province	7	6	7	7	7	8	7	43
Ministry	7	7	7	8	7	9	7	45
Village	7	6	7	6	8	7	7	42
Manager	7	6	7	7	8	8	8	43
Villagers	7	7	7	9	7	9	8	42
Partner	6	6	6	7	7	7	7	39
Di	41	38	41	45	44	47	45	301

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Figure 1. Matrix of Direct and Indirect Influence (MDII) results between actors

Column *Di* in Figure 1's matrix displays the level of net and indirect dependency, while column *Ii* in that matrix displays the net direct and indirect effects. The Village Ministry of PDTT is the most significant actor, and the villagers is the most reliant. These findings are consistent with the field circumstances, which show that village-based enterprises are a Ministry of Village PDTT priority initiative and is carried out with the participation of all stakeholders. Similar to how the villagers will have a significant impact on every village-based enterprise program, the village's response is necessary for village-based enterprises to function and grow. The villagers serve as the actors who have a very high degree of dependency by receiving the policies, operational development goals, and support programs prepared by village-based enterprises. Figure 2 depicts the interdependence and influence between the actors.

The Ministry of Village PDTT, the Provincial Government, and the

Regency Government are the actors with the most sway and who are not reliant on other players, according to Figure 2. What falls under quadrant I? The primary contributors to the viability of village owned enterprises, which are located in quadrant II, are village owned enterprise managers, village governments, and village communities. Quadrant II actors are those who have a lot of influence and dependence. While business partners have minimal influence and dependency in quadrant III. Each actor has the same interest as the outcomes of the actor-actor matrix in achieving the sustainability of village-owned businesses. This determines the average convergence intensity between two actors when they are both equally biased toward the same goal (for or against). The values in this matrix represent the intensity of the alliance with the couple of players' objective hierarchy (preferences), not the number of prospective alliances. Figure 3 shows that this matrix is symmetrical.

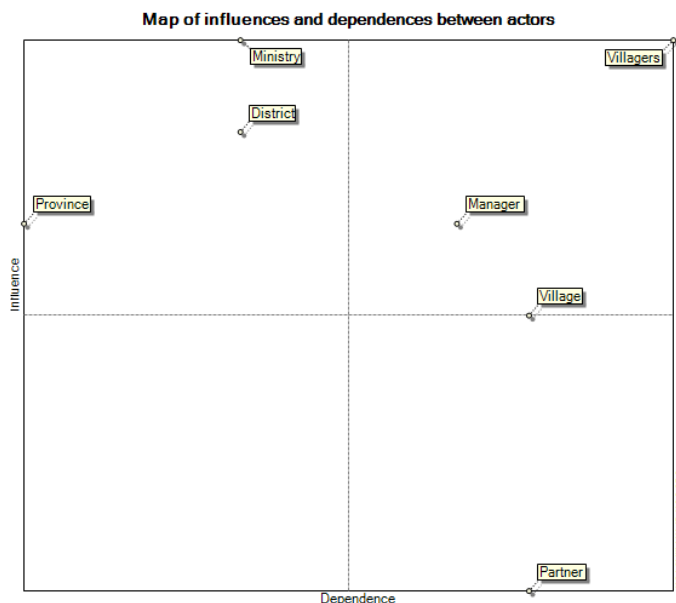


Figure 2: Map Interactors

2CAA	District	Province	Ministry	Village	Manager	Villagers	Partner
District	0,0	9,0	8,0	9,0	9,0	9,0	9,0
Province	9,0	0,0	8,0	9,0	9,0	9,0	9,0
Ministry	8,0	8,0	0,0	8,0	8,0	8,0	8,0
Village	9,0	9,0	8,0	0,0	9,0	9,0	9,0
Manager	9,0	9,0	8,0	9,0	0,0	9,0	9,0
Villagers	9,0	9,0	8,0	9,0	9,0	0,0	9,0
Partner	9,0	9,0	8,0	9,0	9,0	9,0	0,0
Number of convergences	53,0	53,0	48,0	53,0	53,0	53,0	53,0
Degree of convergence (%)	100,0						

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Figure 3: Interactor Convergence

In Figure 3, it can be seen that each actor has the same interest, with an intensity coefficient of 9. This condition occurs for all actors, except for ministries with other actors having an intensity of 8. This result is in accordance with the facts in the field survey results that all actors analysed in the research do have

a role in the sustainability of village-based enterprise. A degree of convergence of 100% indicates that the degree of convergence is below 100%, indicating the potential for conflict between actors. Visually, the convergence between actors can be seen in Figure 4.

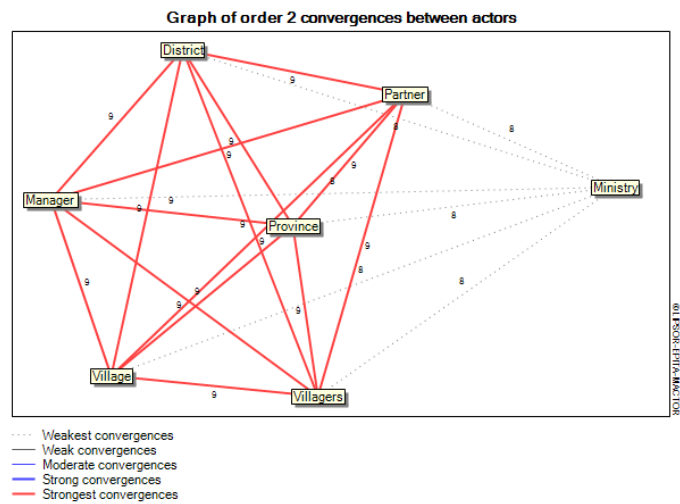


Figure 4: Interactor Convergence Map

The convergence coefficients in Figure 3 are graphically mapped in Figure 4. in a network of convergence. Figure 4 demonstrates that every actor, with the exception of the Ministry of Village, PDTT, has significant convergence. These findings suggest that the provincial government, district administration, village government, management of village-based enterprise, village residents, and commercial partners are all related actors. In recognizing the viability of village-based enterprise, the Ministry of Village PDTT has weak convergence with all actors. Furthermore, the 1MAO analysis

matrix shown in Figure 5 can be used to describe each actor's function in relation to the sustainability objectives of village-based enterprise.

The outcomes of the actor analysis and the sustainability goals of village-based enterprise are shown in Figure 5. Based on Figure 5, it is clear that all parties involved in ensuring the viability of village-based enterprise support the objectives; the only party that takes no position on the objective of boosting the rural economy is the provincial government. Figure 6 shows the actor's position's weight in relation to the objective in more detail.

1MAO

	economic	incomevill	growth	equity	potential	job	Absolute sum
District	1	1	1	1	1	1	6
Province	1	1	1	1	1	1	6
Ministry	0	1	1	1	1	1	5
Village	1	1	1	1	1	1	6
Manager	1	1	1	1	1	1	6
Villagers	1	1	1	1	1	1	6
Partner	1	1	1	1	1	1	6
Number of agreements	6	7	7	7	7	7	
Number of disagreements	0	0	0	0	0	0	
Number of positions	6	7	7	7	7	7	

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Figure 5: Linkage Analysis between Actors and Objectives

3MAO

	economic	incomevill	growth	equity	potential	job	Mobilisation
District	1,1	2,1	1,1	2,1	1,1	2,1	9,6
Province	1,1	2,2	1,1	2,2	1,1	2,2	9,8
Ministry	0,0	2,2	1,1	2,2	1,1	2,2	8,8
Village	1,0	1,9	1,0	1,9	1,0	1,9	8,7
Manager	1,0	1,9	1,0	1,9	1,0	1,9	8,7
Villagers	1,0	2,0	1,0	2,0	1,0	2,0	8,8
Partner	0,8	1,7	0,8	1,7	0,8	1,7	7,4
Number of agreements	5,9	14,0	7,0	14,0	7,0	14,0	
Number of disagreements	0,0	0,0	0,0	0,0	0,0	0,0	
Degree of mobilisation	5,9	14,0	7,0	14,0	7,0	14,0	

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Figure 6: Actor Position Weighted Value Matrix

The provincial government and district government, with respective fresh mobilization scores of 9.8 and 9.6, are the two most engaged actors, as seen in Figure 6. The degree of mobilization for all purposes was 14.0, indicating that the sustainability goals that mobilize the most participants include expanding the community income, improving economic equity, and creating new business opportunities. The degree of divergence in Figure 7 illustrates how similar the objectives of all parties are.

The level of actor divergence is displayed in matrix form in Figure 7.

The analysis's findings demonstrate that there is no possibility of conflict between the actors, as shown by the divergence coefficient of 0. The divergence coefficient is equal to zero due to the village-owned businesses' shared aim for accomplishing sustainability goals. The findings of the factor analysis highlight how crucial each actor is to ensuring the viability of village-based enterprise. Each actor's location on the influence map serves as an example of how players engage to accomplish goals and how actors mobilize to accomplish goals.

2DAA	District	Province	Ministry	Village	Manager	Villagers	Partner
District	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Province	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Ministry	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Village	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Manager	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Villagers	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Partner	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Number of divergences	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Degree of divergence (%)	0,0						

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Figure 7: Actor Position Weighted Value Matrix

The involvement of numerous actors or stakeholders is essential to the development of BUMDES sustainability. This player is crucial to the growth of the village-based enterprises business type and a major driving factor behind it. Each actor plays roles that are complementary to one another. The

Ministry of Villages PDTT, province governments, regency/city governments, village governments, village-based enterprises managers, communities, and village-based enterprises business partners are the actors that may be recognized in the continuity of the village-based

enterprises. Furthermore, it is possible to identify each actor's goals in the development of village-based enterprises. These goals include creating village-based enterprises that support village economies, boost original local revenue, promote economic growth, equity in the economy, manage village potential, and create jobs.

The Ministry of Villages PDTT, province governments, regency/city governments are the actors with the most sway, according to the findings of the Mactor investigation. The managers of village-based enterprises, village governments, and village communities are the actors who rely on each other the most. This is consistent with the reality that The Ministry of Villages PDTT has significant input into the creation of village-based enterprises regulations and that village-based enterprises are needed to register with The Ministry of Villages PDTT at the time of establishment in order to achieve legal entity status via the village information system. Therefore, it is evident that the Ministry of Villages plays a crucial role

when the community wishes to establish village-based enterprises. On the other hand, the village government is essential to village-based enterprises' viability, as are the province and regency/city governments.

Provincial and district/city governments have a part to play in helping village-based enterprises by enhancing managers' human resource competencies and supervising village-based enterprises through the monitoring and evaluation of work plans, strategies, and policies. On the other side, for village-based enterprises to be sustained, the village government, village-based enterprises management, and the community depend on other actors. When it comes to village-based enterprises governance, the village government and village-based enterprises managers still rely on the provincial and district governments, and their administration must uphold the principles of accountability, responsibility, fairness, and openness. For sustainability and to boost revenue from village-based enterprises, the

provincial government and district government are required to offer management improvement assistance. The findings of this study are consistent with a number of earlier studies (Amantha, 2021; Purba et al., 2018; Runtunuwu et al., 2022; A. Wahyudi et al., 2020) that highlight the significance of the government's participation in the sustainability of village-owned firms. The village's economic assets can all be mediated by the government, possibly institutionally through village-based enterprises (Purba et al., 2018; Purbadharmaja et al., 2023).

The Ministry of Villages PDTT makes the most contribution to the sustainability of village-based enterprises, according to the Mactor results when seen from the perspective of the most engaged actor. In order to accelerate village development, the village ministry plays a vital role in fostering the local economy, one of which is village-based enterprises. It is anticipated to serve as the village's lynchpin in order for The Ministry of Villages PDTT to promote the formation

of villages by actively investigating each one's potential for the development of particular sorts of companies to enhance the welfare of its residents. In addition, the Ministry plays a crucial role in ensuring that village-based enterprises is lawful and has a clear legal position for its continued existence.

These are currently the most crucial objectives in relation to the most widely shared objectives that are the focus of actors in the sustainability of village-based enterprises, including raising village income, promoting economic justice, and creating business opportunities. This is consistent with the goals for the development of village-based enterprises, where it is hoped that the presence of village-based enterprises will increase village income from the type of business being operated that can absorb the workforce in the area by empowering the neighborhood and ensuring village economic equality. This is consistent with the five objectives for establishing village-based enterprises that are specified in the Regulation of the Government of the Republic of



Indonesia No. 11/2021, which serves as the fundamental guide for creating village-owned companies. All village communities can participate in developing BUMDES in their localities by adhering to the inclusionary principle (Damayanti, 2022; Prabowo, 2014; Razak, 2020). In order to promote village-based enterprises, it is crucial for the Central Government (The Ministry of Villages PDPT), which is the most active actor, to forge relationships with all other actors while also embracing them all (Purba et al., 2018).

This result indicates that there are no actors who have the capacity to compete against mutually agreed upon objectives, as indicated by the divergence between actors with a weight of 100%. This outcome, of course, is consistent with the reality that there has never, to date, been an actor dispute. Each actor believes that by participating in village-based enterprises, they will be able to raise village revenue, create economic equality, and expand business prospects. On the other hand, in order

to reduce challenges and issues that can lead to conflict, village-based enterprises management has been regulated in the BUMDES laws and household budgets. In order to minimize the conflicts that will arise, it is important to anticipate them as much as possible (Bendahan et al., 2004; Fetoui et al., 2021; Godet, 1991). Conflict in the topic of sustainability is important because the possibility of its occurrence will always arise in attempts to harmonize social, economic, and environmental aspects.

## CONCLUSION

Village-based enterprises has a significant impact on village development, according to the context, issues, and findings of Mactor's examination. As a result, in order to use village-based enterprises to drive the village economy and fully realize the potential of the community, actors are required. The Ministry of Village PDPT, the Provincial Government, and the Regency Government are the actors with the most impact, with the Ministry

of Village PDTT being the most active actor. Regarding village-based enterprises laws and providing legal standing, the Ministry of Village PDTT's involvement is demonstrated. The village administration, village-based enterprises management, and the neighborhood are the actors who are most reliant on one another.

Further research must take into account the intricacy of inter-actor participation in the sustainability of village-based enterprises. Values frequently change as a result of the extremely volatile dynamics that exist in society. It is essential to link the economic, social, and environmental components of sustainability based on the social values upheld by the community since social values in society have a significant impact on each aspect of sustainability. Village-based enterprises may technically be located outside of a traditional village but are institutionally managed by the village government. Traditional communities with their own laws must also think about their authority and place in

maintaining village-based enterprises. The traditional village government will always have connections that could result in a conflict of interest, despite the fact that it is separate from the village government in terms of area and power. As a result, in order to harmonize village norms and traditional villages, more research needs to examine how traditional villages are involved.

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