



Community Empowerment through Village-Owned Enterprises Activities as a Regional Development Strategy in Indonesia: A Systematic Literature Review

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ABSTRACT

This study aims to determine community empowerment that can be done through the Village-Owned Enterprises (*Badan Usaha Milik Desa*/BUMDes) program to support village income. Problems related to disparities in villages in areas that require a development strategy through empowerment programs, require the role of government and society in carrying it out. The type of research of this article uses the literature review method which comes from previous research indexed by the Scopus Database and processed in the Vosviewer application. In this study, it is revealed that the role of BUMDes can increase village income and prosper the village community, and then it can support development in the region. The role of rural communities is very much needed for regional development efforts; especially during the COVID-19 pandemic the existence of BUMDes can increase the country's economy which had experienced a decline. The main key in increasing BUMDes as a regional development strategy is through increasing community participation.

Introduction

Begin with regional autonomy, which gives great authority to local governments to manage their government affairs; it marks a transition of central authority to local governments, as stated in Law Number 23 of 2014. Based on the Law on Villages, it can



provide an opportunity to show their true identity to organise and manage the village together with the community. Law Number 6 of 2014 concerning villages that should change the perspective in the Indonesian development system. The village also has the authority to regulate its household affairs following social conditions and local customs, and the village is no longer considered an executor who only carries out the policies made by the government above it (Endah, 2020). Therefore, in this case, the empowerment of rural communities can play a very important role in the strategy to build the independence of the villagers, which means that they can achieve a level of progress and prosperity in the community's life (Firman, 2021; Muslim, 2021). Empowerment is a positive activity/effort to make aspects of an initially weak condition empowered or strong (Rusli et al., 2012).

The aim of the village community empowerment is carried out by some institutions, such as central and provincial government, district/city government, village government, and third parties carried out by the village government, the Village Consultative Body/*Badan Permusyawaratan Desa*, village deliberation forums, village community institutions, traditional village institutions, BUMDes, agency cooperation between villages, village cooperation forums and other community activity groups that support government activities as well as the development that can be focused on regional development (Nardin, 2019). According to Mardika (2017: 73), this empowerment is essentially an effort to prepare the community so that they are able and willing to actively participate in every activity program in development that aims to improve the quality of people's lives.

One of the efforts made to improve the village economy is through a village community empowerment program, namely establishing the BUMDes (Village-Owned Enterprise) institution.

BUMDes can have several main functions, namely social institutions and village commercial institutions. A social institution contributes as a provider of social services, while its function as a commercial institution means that BUMDes aims to seek profit by offering local resources (goods and services) to the market (Wijanarko, 2012). In this case, BUMDes is an activity that is expected to become a regional development strategy, based on Law Number 25 of 2005 concerning the National Development Planning System explaining that the essence of development planning is an activity in determining policy directions by community needs with various methods and the flow of activities also systematic by looking at the quality of the resources owned.

In achieving national and regional development goals, the village is the leading government agency that can reach the entire target groups that will later prosper, namely by forming a program in BUMDes. The establishment of the BUMDes program is under the Ministry of Home Affairs Regulation (*Permendagri*) Number 39 of 2010 concerning Village-Owned Enterprises (Ramadana et al., 2013), states 'to improve the financial capacity of village governments in administering government and increasing community income through various rural community economic business activities, village-owned enterprises are established by the needs and potential of the village.' Therefore, with each region's demands to minimise issues, one of which is problems in the village, of course, BUMDes is expected to empower village communities that will later be able to improve regional development.

According to the several explanations presented above, this study aims to examine the empowerment of rural communities through the existence of BUMDes, whether it can be a regional development strategy or not. This research uses a research method through a literature review (systematic literature review). This

method has several objectives, including identifying, reviewing, evaluating, and interpreting available research in the topic area raised.

Literature Review

Village Community Empowerment

Empowerment is the basic word of “power” and gets the word “empowered” prefix. The word “empowered” means something becomes empowered or has power (Rafika Perdana, 2019; Rosmedi & Risyanti, 2006). The empowerment of rural communities is an important aspect of an effort to advance and prosper rural communities. Empowerment means providing spirit so that the person concerned can move independently to bring about a change in something (Sumodiningrat & Wulandari, 2015). In another aspect, empowerment is an effort to increase community participation in development activities. The basic purpose of the development program is to improve the community’s welfare. If development can be carried out through this empowerment method, then, later on, welfare is expected to be achieved properly (Azis Muslim, 2012). Development as a process of transformation will bring about changes in the allocation of economic resources, the process of distribution of benefits, and the process of accumulation that leads to an increase in production, income and welfare (Chenery & Syrquin, 1975; Muhtadi & Choirunnisa, 2019).

Indeed, empowerment is a development concept that can consider values in society that are people-centred participator (Noor, 2011). This village community empowerment refers to an activity that aims to develop in the village. In this scenario, the BUMDes institution aspires to assist the village’s development. Five empowerment strategy programs can be used to analyse community empowerment through the BUMDes program.

Programs in the empowerment strategy include human resource development, group institutional development, cultivating public (private) capital, developing productive businesses and providing appropriate information (Mardikanto & Soebianto, 2017, p. 17).

Village Owned Enterprises (BUMDes)

BUMDes is a foundation of economic movement in the village, and each village's BUMDes is formed according to its local traits, potential, and resources. BUMDes is a village-based innovation that aims to improve the village economy by focusing on the needs and potential of the community (Darwita & Redana, 2018). The BUMDes program was established in accordance with Ministry of Home Affairs Regulation (Permendagri) Number 39 of 2010 concerning Village-Owned Enterprises (Ramadana et al., 2013), is "to improve the financial capacity of village governments in administering government and increasing community income through various rural community economic business activities, village-owned enterprises are established by the needs and potential of the village." BUMDes should exist and are expected to boost and move the economy in rural areas. Aside from that, it has the potential to strengthen rural community empowerment. The village community's economic assets should be appropriately managed. To develop the economical components of its institutions, BUMDes' substance and philosophy must be imbued with a spirit of cooperation and self-help. BUMDes will now work to expand sources of original village income in order to drive community economic activities.

BUMDes is a community-based economic empowerment program that encourages rural entrepreneurial development by leveraging local resources. However, the BUMDes program's implementation and benefits, particularly the role of BUMDes in stimulating rural entrepreneurship and strengthening rural

economic growth, are still in debate. The obstacles of administering the BUMDes program are also discussed in the article review. This BUMDes was developed based on government policies through the stages of the village deliberation process as the Indonesian nation's culture, which involves aspects of the village government, associations, and community. However, managers are still confronted with obstacles in executing BUMDes, such as non-compliance with rules and regulations, a lack of qualified human resources, and synergy between village administration and BUMDes. The BUMDes initiative is an attempt to foster rural entrepreneurship (Kania et al., 2021).

In realising regional autonomy, structures and infrastructure are required to achieve regional autonomy. The establishment of BUMDes, governed according to good governance principles, is one of the structures required to achieve this goal. In this scenario, the village community's engagement is necessary, as it plays a key role in the success of BUMDes in rural development. The BUMDes policy formulation model, based on the findings of this article's research, is an Accounting Political Economy model that intends to empower rural populations in Malang Regency. A policy formulated from the standpoint of Political Economic Accounting must consider justice, which is concerned with the distribution of power and wealth and the relationship between the two. The emphasis in creating this strategy is a fair and equitable distribution of wealth; the larger the power, the bigger the potential for success. This is in line with the purpose of BUMDes, which is to empower and thrive villages (Apriyanto et al., 2020).

Regional Development Strategy

The regional government has authority in strategic regional development plans, and it can improve the community's justice, security, peace, and prosperity. Regional development is a process

that is already in motion and follows a set of stages. The usage or distribution of resources to enhance the welfare of the people in a region are surely significant parts of development (Riyadi & Bratakusumah, 2004).

In this case, the local government serves as a planner, designing and shaping interactions in a process that leads to achieving goals. The government must also carry out its duties in accordance with the primary tasks and local governments functions, as well as adjust the vision, mission, goals, and objectives (Soares et al., 2015). However, according to Soemandar (1985, p. 1) in (Syafiee 2011, p. 8), the government plays an important role in government and should be able to pay attention to public order and interests, as well as people's hopes and opinions. According to the law, there are several types of activities to realise regional development, such as the existence of a BUMDes institution in the village scope as a regional development strategy at the village level, which refers to local governments giving village governments the authority to manage their government (Syafar & Ulumi, 2021).

Methods

This study examines various scholarly studies published in top international journals that explore Village Community Empowerment as a Regional Development Strategy and emphasise expanding existing BUMDes. Additionally, this study contains review papers aimed at conceptualising the study of rural community empowerment as a regional development strategy, namely through Village-Owned Enterprises (BUMDes), as stated by the following questions: (1) How do Village Community Empowerment as a Regional Development Strategy relate to and group its themes? (2) What is the overarching theme running across the study of Village Community Empowerment as a regional development strategy?

(3) Which of the following is relevant to the research topic of Village Community Empowerment as a Strategy for Regional Development? (4) What form of mapping is employed in studies of community empowerment as a strategy for regional development? (5) What concept is being studied concerning village community empowerment as a strategy for regional development? These concerns are addressed in light of the review topic, framework, and already indexed research findings in the Scopus database. The papers included in this study underwent two steps of review: (1) article discovery and (2) topic mapping.



GRAPHIC 1: Article Review Process

These articles are indexed at multiple levels. To begin, make a list of the articles used later. This article was discovered by searching articles from multiple publishers that make use of the Scopus database-based software. Then, at this stage, input keywords that correspond to the theme “Community Empowerment of Village,” followed by a restriction on the year of publication, which is valid for the last two years between 2019 and 2021. The search returned 24 items relevant to the issue discussed later.

Results

Theme Linkages and Groupings in Village Community Empowerment

This section will break down the concept into numerous visualisations connected to the study’s theme, comprising 56 articles. Then, based on the findings of the article evaluation conducted using the VOSviewer apps, it was determined that there were five

Cluster 3 delves into BUMDes, village funds, village economies, economic growth, and social empowerment, among other subjects. Cluster 4 delves into sustainability, economic empowerment, governance, and literature. Additionally, cluster 5 examines the local community, its behaviour, and its residents.

Cluster	Concept Name	Total
Cluster 1	participation, household, month, adoption, outcome, place, number, experience, evidence, effectiveness, control, employment, economic growth, secondary data, contribution.	16
Cluster 2	in-depth interviews, compliance, the Indonesian government, village government, monitoring, priorities, government policies, empowerment programs, documentation, evaluation, performance, reasons.	12
Cluster 3	welfare, BUMDes, village funds, funds, companies, growth, development models, village economy, formation, evaluation, economic development, social empowerment, authority.	12
Cluster 4	sustainability, economic empowerment, measuring, local people, village development, literature, government, managers.	8
Cluster 5	Local communities, coastal areas, informants, behaviour, stakeholders, community leaders, qualitative research, residents.	8

TABLE 1. Theme groupings in Village Community Empowerment Strategies for Regional Development. *Source:* Vosviewer Scopus secondary data, 2021.

The category or cluster generated in Table 1 above is based on data imported into the VOSviewer application from the Scopus database. After importing the Scopus database into the application,

it generates data depicted in Figure 1. The Network Visualization in Figure 1 was created using the VOSviewer application. The author can classify clusters based on the colour that generates numerous components or concepts in Figure 1. As illustrated in Figure 1, red appears to have many components; thus, cluster 1 is a concept generated by the red colour component. This process is repeated for the next colour component, which has the most concepts after red until the colour with the fewest concepts is reached.

In Cluster 1, an article titled “Development model of village funds in the development of village economic institutions” written by Syapsan, 2020 is extremely relevant to the topic. The researcher’s primary objective in this article is to determine a model for village fund management in the context of village economic empowerment in Riau Province. Establishing Village-Owned Enterprises (BUMDes) alone will not be sufficient to generate the village economy; therefore, several pillars of village welfare improvement must be established: (1) institutional strength and community collective production capital, (2) meaningful community involvement in village government, (3) financial literacy mastery, and (4) proper and reliable management of Village Owned Enterprises (BUMDes). Thus, it is hoped that the Village Owned Enterprise (BUMDes) program will enable the community to participate in developing the program, thereby improving the village economy.

Additionally, cluster 1 contains a journal titled “The village Kalesang program as a poverty alleviation community,” which was written by Mansyur Nawawi, Akhwan Ali, Bagus Irawan, Busyairi Ahmad, Sam’un Mukramin, Nur Riswandy Marsuki, M Chairul Basrun, Umanaib and Ivonne Raystika Gretha Kaya, 2020. Mansyur et al. explain the Kalesang Village program, an effort by the Buru Regency government to improve rural communities’ living standards with participatory planning patterns sourced from the

government and the community. According to this journal, the research findings indicate that the Kalesang Village program can become an instrument for development and empowerment by fostering cooperation between the community and government in planning and implementing development and monitoring it through active participation. The purpose of Kalesang Village is to alleviate poverty easily, which is accomplished through harmonisation and synergy between the government and the community to solve village development problems collaboratively (Nawawi et al., 2020).

In cluster 2, a journal titled “Village Fund Optimization Strategy for Rural Community Welfare in Indonesia” written by Habib Muhsin Syafingi, Dyah Adriantini Sintha Dewi, Suharso, Heniyatun, Puji Sulistyaningsih, and Umi Rahmawati. This article discusses village funds and Village-Owned Enterprises (BUMDes), with the village fund policy derived from the State Revenue and Expenditure Budget (APBN). The village fund’s goal is to drive an inclusive economy with a more equitable income distribution. Another consequence is the authority to regulate, manage, and organise village resources for community economic development by establishing Village Owned Enterprises (BUMDes). The limited use of village funds for development and empowerment makes it difficult to meet the community’s needs. Allocation of village funds as capital participation in Village-Owned Enterprises (BUMDes) can be offered as a solution without violating existing provisions (Syafingi et al., 2020).

In addition to the journal written by Habib Muhsin Syafingi, Dyah Adriantini Sintha Dewi, Suharso, Heniyatun, Puji Sulistyaningsih, Umi Rahmawati, 2020 with the journal title “Village Fund Optimization Strategy for Rural Community Welfare in Indonesia”, there are also other journals written by Badaruddin, Kariono, and Ermansyah with a journal article entitled “Village

community empowerment through village-owned enterprise based on social capital in North Sumatra". This journal aims to conduct an evaluation of village community empowerment through the BUMDes program in North Sumatra, which is based on social capital. The survey was carried out with three aspects of community empowerment in mind: institutional, economic, and socio-cultural. The survey results show that the empowerment program has assisted rural communities in developing economic activities in rural areas through business activities. The implication of this research on the existence of the Village Policy Law is that all businesses run with funds based on BUMDes should be able to refer to the laws and regulations that are currently in effect in order to ensure that there are no gaps or irregularities (Badaruddin et al., 2020).

In cluster 3, Muhammad Rais Rahmat Razak and Sofyan B, 2020, wrote an article titled "Role of Village-Owned Enterprises in Farming Community Empowerment." This article explains that an empowered community requires a strong capital base to build a national economy. As a state manager, the government must also contribute to maximising BUMDes, particularly farmer livelihoods. - Given the number of potential residents, the majority of whom are farmers; the village's natural resources should be managed properly, as they will affect the community's welfare. However, empowering villages still has a number of shortcomings, including poor human resource quality and organisational management. As a result, the government has launched village development activities and empowered village communities through the BUMDes program (Razak & Sofyan, 2020).

Apart from the journal articles written by Muhammad Rais Rahmat Razak and Sofyan B, (2020), titled "Role of Village-Owned Enterprises in Farming Community Empowerment," there are also journal articles written by Apriyanto, Firdiansjah, and Supanto,

titled “Engineering performance evaluation model in the context of BUMDes policy formulation: A study from the perspective of the political economy of accounting management theory.” This journal article aims to explain how to formulate BUMDes policies based on the Political Economy of Accounting. With BUMDes policies, the program will be able to operate according to procedures and will achieve the program’s objectives, which are to empower village communities. The model is constructed using the theoretical approach described in this journal article, namely the theory of Political Economy of Accounting with two theoretical approaches: the premise of power distribution theory and wealth distribution theory at the sub-district, village BUMDes management, and BUMDes members. The theoretical model’s design can be seen in this journal article research through the model’s implementation, which begins with the performance appraisal process, the performance appraisal results, the preparation of recommendations, the formulation of policies, and finally, rural community empowerment (Apriyanto et al., 2020).

Cluster 4 contains articles by Kariono, Badaruddin, Lina Sudarwati, and Ainun Mardhiyah from the year 2020, titled “Village Business Company’s (VBC) development model as a channel for economic and social empowerment in Pulau Kampai Village, Pangkalan Susu District, Langkat Regency, and North Sumatra Province, Indonesia.” This article explains how to encourage village economic growth by establishing a Village Business Entity, as mandated by the Village Law. This business entity is expected to serve as a vehicle for village development, both economically and socially. Langkat Regency is one of the regencies in North Sumatra that has responded to forming a village business entity by enacting a regional regulation requiring all villages to establish a village business entity. The establishment of the business entity must be in accordance

with the potential of natural resources, human resources, and village needs. Given the critical role of village-owned enterprises in rural communities' economic and social empowerment, it is necessary to examine their history from their inception to the present. It aims to examine how the model of developing village business entities can be used to empower rural communities' economies and social structures (Kariono et al., 2020).

Additionally, there is a journal article titled "Village accountability for village fund management in Gianyar Bali, Indonesia" by Kepramareni, Yuliasuti, and Marianti. This journal discusses the administration and utilisation of Village Fund Allocations during the village development process in Petak Kaja Village, Gianyar Bali. The establishment of this Village Fund Allocation to carry out government programs and activities and empower village communities will eventually accomplish a goal for the village's welfare. This Village Fund Allocation contains principles such as accountability, transparency, participation, and responsiveness, all of which contribute to the realisation of good and correct village governance and can help improve village government administration. Proper management of Village Fund Allocations will later be able to positively influence the village's progress, thereby assisting the village in improving. Proper management entails allocating these funds according to their needs and allocating them in such a way that they are beneficial to the village's advancement. The utilisation of village funds positively affects the people of Petak Kaja Village, Gianyar, specifically through development carried out by predetermined village programs. This is critical because by properly and correctly utilising funds, the previously set goals will be achieved and carried out well according to what was desired at the outset (Kepramareni et al., 2020).

The final cluster, cluster 5, contains a journal titled "The Indonesian implementation of national policy for rural community

to business development in Banyumas regency central Java Province” by Hari Walujo Sedjati and Lily Montarich Limantara. The article explains why the Banyumas Regency government believes the national program for rural community empowerment is the most effective. While the credit-granting program was implemented successfully, it did not result in the creation of new jobs. Due to the lack of new job opportunities, the income of women’s business groups has remained stagnant, owing to the small number of entrepreneurial loans. Additionally, poor trade suffers from the effects of intense competition, a lack of information, a lack of skills, and a lack of high motivation to develop. As a result, rural communities that face such conditions desperately need empowerment. Physical development decisions are made with their own interests in mind, rather than those of business-oriented groups of poor rural housewives. Additionally, poor business groups’ low educational attainment and social status foster an inferiority complex that results in apathy and passivity when it comes to planning and monitoring rural community empowerment programs (Sedjati & Limantara, 2019).

Village Dominant Theme in Community Empowerment of Village

Several dominant words were discovered while searching previous discussion topics on the theme of village community empowerment. As illustrated in Figure 2, a more dominant concept emerged from the density visualisation results, as indicated by a very prominent colour thickness. The image demonstrates that the words/topics of discussion are highlighted in bold; these are the dominant themes discussed in previous research and related to rural community empowerment. There is (1) an economic empowerment concept, (2) a participation concept, and (3) a village fund concept. The concept of participation in this empowerment program clearly dominates, as researchers frequently used these words in previous studies to refer to

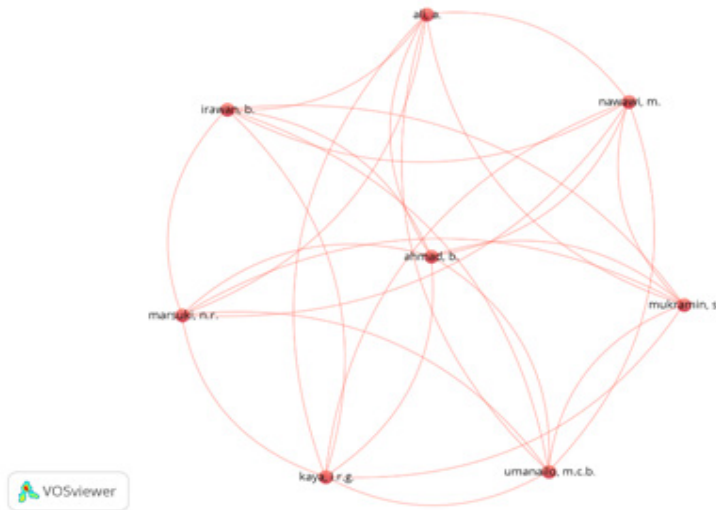


FIGURE 3. Mapping Author data with the Network Visualization model

After mapping the author’s data to the network visualisation model, the author’s data is mapped to the density visualisation model in the image below (See FIGURE 4). Whereas in this author’s mapping, only one (single) cluster is dominated by the author Ahmad, b. Because the mapping above indicates that Ahmad, b is connected to other authors. For other writers who wish to discuss topics related to those discussed by Ahmad, b. None is the most prominent author in the image above because it appears as though the eight authors share a common/dominant position in writing articles on the topic of rural community empowerment as a regional development strategy.

Cluster	Author	Total
Cluster 1	Ahmad, b., Kaya, i. r. g., Marsuki, n. r., Irawan, b., Ali, a., Nawawi, m., Mukramin, s., Umanialo, m. c. b.	8

TABLE 2. Author Data Mapping. Source: Vosviewer Scopus secondary data database, 2021.

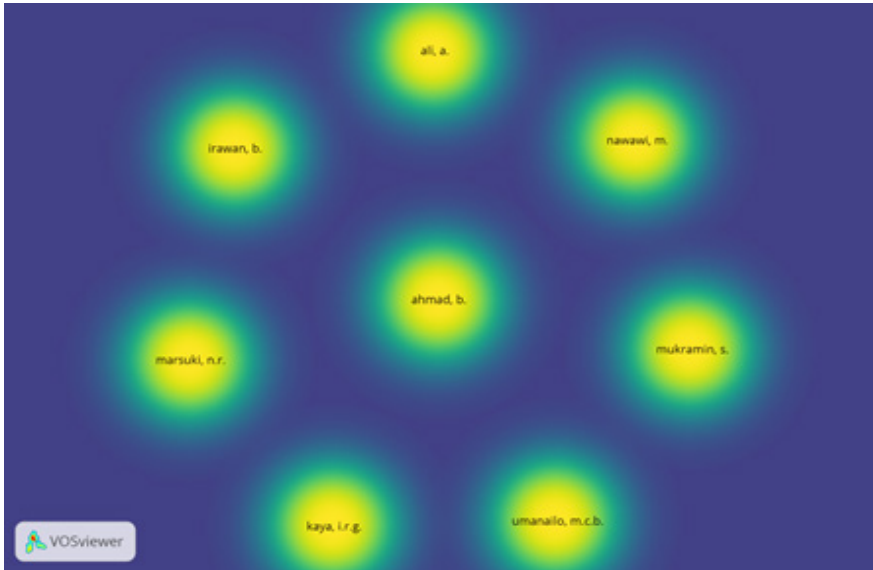


FIGURE 4. Mapping Author data with Density Visualization mode

Discussion

According to several existing articles, the BUMDes institution plays a role in sustaining village income, which will eventually evolve into a regional development strategy at the village level. The establishment of this BUMDes institution demonstrates a commitment to community empowerment. As previously stated, the existence of this BUMDes institution is a development strategy; in this case, BUMDes' goal is to support village development, one of several strategies for reducing poverty in Indonesia, particularly in rural areas. However, while some villages develop successfully, others do not. This is inextricably linked to one of the most significant factors involved, namely excessive government intervention, which can stifle rural communities' creativity and innovation in managing and also operating the rural economy's engine. This is consistent with Gede Sandiasa's writing on page 64, which states that "various government policies aimed at empowering the community do not fully

incorporate the community's aspirations, about what the community wants and can do, which has the effect of raising awareness and also developing the community's development capability" (Sandiasa & Widnyani, 2017).

The existence of this BUMDes institution was motivated by an effort to improve the rural economy by focusing on the village's needs and potential; the village community fully manages the institution to empower rural communities. This BUMDes institution functions by incorporating the community's economic activities into an institutional structure or business entity that is professionally managed but capitalises on the village's inherent potential (Darwita & Redana, 2018). This is expected to increase the productivity and effectiveness of a community business. This empowerment activity is being conducted due to the village's perceived lack of empowerment and underutilisation thus far. Riant Nugroho (2001:52) stated, "that empowerment is the most accommodating development strategy." As a result, one of the strategies used to foster village autonomy is the provision of sources of income.

The preceding strategy is predicated on the premise that the village will be unable to exercise autonomy without adequate funding. Then, based on Article 72 paragraph (1) letter an of Law Number 6 of 2014, "village income as defined in Article 72 paragraph (2) is derived from the following sources: original village income consisting of business results, assets, self-help and participation, mutual cooperation, and other villages original income." The article can be said to provide a fairly flexible mechanism for extracting village revenue, which is backed up by Government Regulation No. 43 of 2014 concerning the Implementation of Law No. 6 of 2014 concerning Villages. Thus, in this case, one of them is to raise village income while also engaging in community empowerment activities, specifically the establishment of a BUMDes institution that will later

require performance from the surrounding community (Saputra, 2017).

Mardikanto stated that the purpose of community empowerment is to increase a community's capacity and independence in order to improve its standard of living (Mardikanto, 2019, p. 125-126). As a result, the government employs several novel strategies to propel the rural economy forward, including establishing economic institutions managed entirely by rural communities, namely BUMDes (Karen, 2020). The village government, as the organiser of village autonomy, serves as a guide in establishing a policy direction for development and village development strategies over a specified time period, as well as in ensuring the sustainability of long-term development that is consistent with planning, budgeting, implementation, and supervision in order to achieve community welfare village. It means that the village government can use the BUMDes program to regulate and manage the village's potential.

According to Mamu (2020), one example is that the implementation of empowerment policies in Wajo fluctuates or undergoes ups and downs due to the policy context and the policy environment's capacity to contribute to the implementation of empowerment policies. While one could argue that this empowerment policy is still difficult to implement in practice, several villages have implemented policies that have worked quite well. Then this fluctuating or up and down situation occurred as a result of a variety of factors, including the target group's interests. In this case, the social environment can act as a catalyst or influence policy implementation, as it can expedite the implementation of a community empowerment policy. One example is the village fund program in Wajo, which positively affects the village community's socioeconomic status. This positively affects community welfare, environmental community health, job availability, and rural

community income in Wajo. With this community empowerment policy in Wajo, it is critical to consider the community's interests as the target group when implementing policies in the field, yielding the best results.

According to Subekti (2019), activities regarding community empowerment can be carried out through environmental-based entrepreneurship training with an emphasis on environmental potential; this is a program that aligns with the Indonesian government's program for Micro, Small, and Medium-Sized Enterprises (MSMEs). The purpose of this article is also to determine how much economic power can be generated by utilising Margalaksana Village's environmental potential, which includes a bamboo forest, fish potential, ponds in Cirata Reservoir, water hyacinth waste, and culinary tourism. According to researchers' findings, the three major components of entrepreneurial activities are physical capital, human capital, and social capital. This physical capital is in the form of a government-owned support facility and infrastructure, and human resources are defined by the level of education that motivates individuals to pursue empowerment and significantly impacts community independence. Then there is social capital, as evidenced by a high level of community participation in social activities and empowerment. Environmental entrepreneurship training activities are a strategy for enhancing the community's well-being. In this case, the leader's role is critical, as he is required to motivate his members to remain passionate about entrepreneurship.

Conclusion

This study discusses rural community empowerment as a strategy for regional development through the Village-Owned Enterprises (BUMDes) program, which stretches five clusters.

Then, 56 concepts were identified in 126 articles obtained from the Scopus database. The review with VOSviewer reveals five clusters: cluster 1, which is concerned with participation, effectiveness, economic growth, and contribution; cluster 2, which is concerned with village government, government policies, empowerment programs, and performance evaluation; and cluster 3, which is concerned with village government, government policies, empowerment programs, and performance evaluation. Welfare, BUMDes, village funds, and the village economy are all included in cluster 3. Economic empowerment, indigenous peoples, government, and village development are all included in Cluster 4. The final cluster is number five, including behaviour, stakeholders, community leaders, and residents. Researchers have examined the prevalent themes in this area and classified them into several broad categories including empowerment programs, BUMDes, village government, economic growth, and participation. This study aims to contribute to the mapping of village community empowerment studies using BUMDes as a strategy for regional development.

The examination of the prior points provides context for the primary topics to be discussed. The primary factor contributing to the growth of Village-Owned Enterprises (BUMDes) as a regional development strategy is increased community participation, which can contribute to village community empowerment. Additionally, as the locus of power in this case, the village government must be able to maximise village community participation in Village Owned Enterprises (BUMDes). The village government's involvement with the village community is pivotal for growing the Village-Owned Enterprises (BUMDes) program, which empowers village communities. The limitation of this research is that the articles reviewed

were sourced exclusively from the Scopus database and lacked comparable data. Future research should employ a comparative analysis approach involving the Scopus database.

In the future, writers who raise issues about this subject must be able to map out topics related to the intended title in advance to minimise errors and misunderstandings about the title raised by delving into new information in the article. It is consistent with the title later; it will hone the understanding and main ideas that will be written and developed as a scientific opinion and reinforce the argument when writing articles. The fit between the topic and title of articles must also be scrutinised more closely to understand better the articles being read.

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Author's Declaration

Authors' contributions and responsibilities

The authors made substantial contributions to the conception and design of the study. The authors took responsibility for data analysis, interpretation and discussion of results. The authors read and approved the final manuscript.

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The authors declare no competing interest.

Additional information

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