

## Research Article

# MSMEs Empowerment in Maintaining the Economic Stability of Village Communities: A Case Study in Lebak Regency, Banten Province

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**Abstract.**

MSME empowerment is organized as an integral part of national economic development to realize the prosperity of the people. Muncang District of Lebak Regency, being an underdeveloped village, has the potential for MSMEs that can support the economy of its community, including processing agricultural products such as bananas and cassava, handicrafts such as stick plates, and small industries, such as tempeh. This research aims to explore the MSME empowerment strategy in Muncang District. It uses a qualitative method and descriptive approach with primary data collection techniques such as interviews, observations, and focus group discussions. The local government has encouraged villages to include MSME development programs through Village Revenue and Expenditure Budget (APBDes) and various kinds of training programs and issuing business legality. MSMEs in Muncang district have considerable potential through the processing of agricultural products and handicrafts. Although they still lack confidence in developing their businesses, MSME players have the desire to grow. There needs to be collaboration from various parties so that MSMEs in Muncang district can grow rapidly and contribute to the improvement of the regional economy. The local government also needs to strengthen mentoring and training for MSME players to improve knowledge, skills, and business management, as well as facilitate MSMEs' access to capital, which will indirectly maintain the stability of the village economy.

**Keywords:** authority, confidence, trust, opportunities, responsibilities, support, empowerment

## 1. INTRODUCTION

Local governments are required to manage their affairs according to the principles of autonomy and assistance tasks, as stipulated in the 1945 Constitution of the Republic of Indonesia. Through development, empowerment, and role correction, as well as improving competitiveness, local governments are responsible for improving people's

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welfare. Local governments are also responsible for growing and improving business capabilities and increasing the competitiveness of people's markets (1). This is done by considering values such as democracy, equity, justice, and the specialty of the Unitary State of the Republic of Indonesia. One of the things that local governments do is to foster Micro, Small and Medium Enterprises (MSMEs) to encourage their efforts to achieve the goals of economic development, namely creating employment opportunities and income equality, as part of the implementation of regional autonomy policies.

A good MSME needs a clear vision and mission, as well as short and long-term goals and also needs and develops strategies to help achieve these goals. According to (2), strategies are the means and long-term goals to be achieved. Business strategies include geographical expansion, thesis, acquisition, product development, market penetration, retrenchment, divestment, liquidation and joint venture. Strategies are potential actions that require top management decision-making and significant company resources. Therefore, a strategy is an action or activity undertaken by an individual or company to achieve a predetermined goal or objective. A strategy to survive is to use technology, MSMEs are expected to keep up with developments by being able to use technology and utilize e-commerce as an opportunity to reach consumers of all levels (3).

Not only must MSMEs have the right strategy, but the development of MSMEs also needs serious attention from both the government and the community so that they can develop more competitively with other economic actors. Future government strategies need to be more conducive, creative and superior for the growth and development of MSMEs in Indonesia. MSME empowerment is organized as a unity and development of the national economy to realize the prosperity of the people. Based on the principle of kinship, MSME empowerment efforts are part of the national economy which is organized based on economic democracy with the principles of togetherness, sustainability, environmental perspective, independence, balance of progress, and national economic unity for the welfare of all Indonesian people.

Lebak Regency is one of the regencies in Banten Province which is a tourism development area because it has many interesting tourism potentials including: Bagedur Beach, Sawarna Beach, Bayah Beach, Cikotok Beach, Baduy Tribe both outer Baduy and inner Baduy and so on (4). Muncang district is geographically located in the eastern part of Lebak Regency with a distance of about 45 km from the capital of Lebak Regency and has received the 2023 Village Development Index (IDM) rating from the Directorate General of Village and Rural Development, Muncang district is a disadvantaged village

with an average IDM 2023 value of 0.57624. However, Muncang district has agricultural and plantation potential and its derivatives that can be well managed by the surrounding community and MSMEs as a source of income. With the right approach, the potential of agriculture and plantations in the village can be managed effectively by MSMEs, thus providing significant economic benefits for the village community. Based on the above background, it is necessary to conduct research on the level of MSME empowerment used in Muncang District, Lebak Regency, Banten Province based on the ACTORS theory.

Previous research related to ACTORS empowerment has been widely researched by academics. Research conducted at PGRI East Java shows that the level of empowerment of PGRI East Java women from the six aspects of ACTORS theory is already high (5). By using the concept of empowerment according to the theory of A.C.T.O.R.S Sarah Cook and Stevey Macaulay have produced inputs that have been planned in advance and can be anticipated from now on, and the outputs produced will have maximum benefits for the community so as to produce positive changes and help the economy and social in the community of Wiroborang Village, Mayangan District, Probolinggo City (6).

## 2. LITERATURE REVIEW

### 2.1. Micro, Small and Medium Enterprises

Small, Medium and Micro Enterprises can be defined in various ways by various sources. The basis for formulating the definition of MSMEs can be based on the amount of business results or income, the amount of capital, the number of workers and the form of business. Government Regulation No. 7 of 2021 concerning Ease, Protection, and Empowerment of Cooperatives and Micro, Small and Medium Enterprises (PP UMKM) regulates the capital criteria consisting of:

- a. Micro Enterprises have a business capital of up to a maximum of Rp1,000,000,000.00 excluding the land and building of the place of business.
- b. Small Businesses have a business capital of more than Rp1,000,000,000.00 up to a maximum of Rp5,000,000,000.00 excluding land and buildings of the business premises.

- c. Medium Enterprises have a business capital of more than Rp5,000,000,000.00 up to a maximum of Rp10,000,000,000.00 excluding land and buildings of the business premises.

## 2.2. Empowerment of MSMEs

Empowerment is an effort to build to build existence in life to provide encouragement to have the ability or empowerment (7). Community empowerment is a development process in which people take the initiative to start a process of social activities to improve their own situation and conditions (8). The purpose of empowering MSMEs is to provide opportunities to develop and build welfare, create jobs and independence in building a better, decent and sufficient life for MSME actors with a more developed and sustainable economic life. The dimension of community empowerment contains three meanings, namely enabling, empowering, and maintaining as follows (9):

- a. Enabling is defined as creating a climate that encourages the development of community potential. The aim is for the community concerned to be independent and have a sustainable business outlook.
- b. Empowering, implies that the potential possessed by the community is further strengthened. The approach taken is by improving skills and managerial abilities.
- c. Maintaining, is a protective empowerment activity, the potential of a community that is weak in all respects needs balanced protection so that the competition that is formed runs healthily.

## 2.3. Economic Stability

The word economy comes from Greek: oikos and nomos. Oikos means house-hold household, while nomos means to organize. So, in general, economics is defined as household rules, or household management. In fact, economics does not only mean the household of a family, but can mean the economy of a village, city, and even a country. (10). Economic stability is the basis for the growth of human welfare through a rapid increase in economic growth. Economic stability is achieved when domestic demand and spending, savings, and investment are balanced or sustainable (11). Some of the efforts that can be implemented to maintain stability are to take certain steps to strengthen the resilience of the domestic economy to various disturbances from within

and outside the country. Economic stability will be achieved when there is a balance or continuity between domestic demand and domestic spending, savings and investment.

The reason why MSMEs are important for the economic stability of villages is not due to their role in driving the economy. The small and medium-sized enterprises (MSMEs) sector plays an important role in driving the Indonesian economy, providing employment for millions of people who are not employed in the formal sector, contributing to the formation of the Gross Domestic Product (GDP), and a source of foreign exchange through the export of various products produced by this sector (12).

2.4. ACTORS in the Empowerment of MSMEs

The “ACTORS” theory of empowerment views people as subjects who can make changes by freeing people from rigid control and giving them the freedom to take responsibility for their ideas, decisions, and actions (13). The empowerment intended by Cook and Macaulay is more about social and ethical/moral delegation, including encouraging fortitude, delegating social authority, managing performance, developing organizations (both local and external), offering cooperation, communicating efficiently, encouraging innovation, and solving problems that occur.

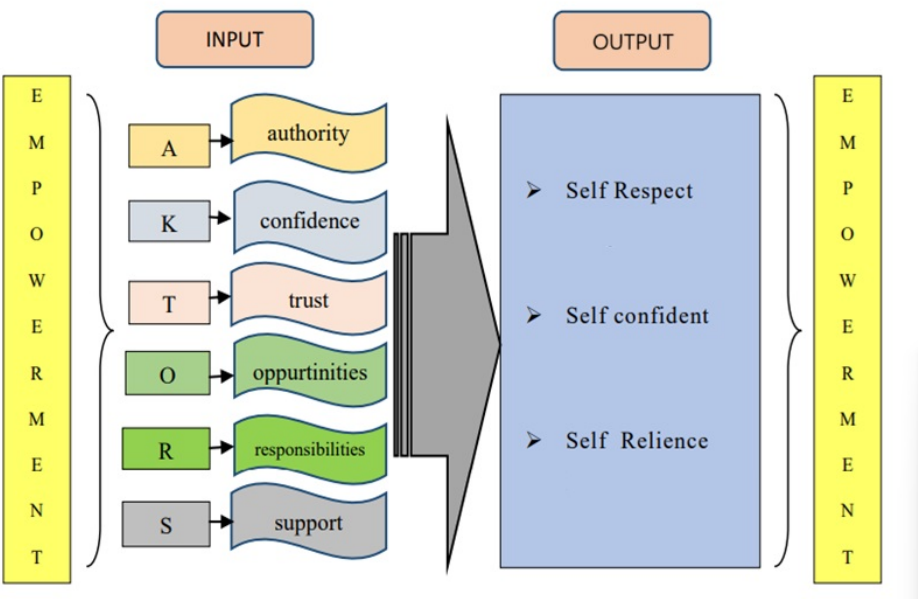


Figure 1: ACTORS Theory Framework.

Empowering micro, small, and medium enterprises (MSMEs) is one of the important strategies to improve the regional economy. Muncang district, Lebak Regency, has a large potential of MSMEs that can be developed to support economic growth and

reduce poverty in the area. The key concept in MSME empowerment can be seen from the acronym “ACTORS” which consists of:

- a. Authority: how to make trust, authority, and passion (work ethic) your own.
- b. Confidence and competence: How to see the ability and confidence to change things.
- c. Trust: how to instil confidence in one’s own potential to change oneself and others.
- d. Opportunities: how to develop yourself according to the potential that exists within you to take advantage of the desired opportunities.
- e. Responsibilities: how to improve the change process with full responsibility and proper governance.
- f. Support: how economic, social, and cultural support from various parties as well as support from various stakeholders (government, community, and business) are carried out simultaneously without being affected by any one party or factor.

An analysis of the approach from the ACTORS theory by Sarah Cook and Steve Macaulay provides an overview of the empowerment outputs of self-recognition, self-confidence, and independence. ACTORS theory offers a comprehensive framework for understanding the empowerment process. The model outlines six key elements that are interrelated and contribute to the creation of a more independent, confident and self-respecting individual or group. In simple terms, the ACTORS theory illustrates how each element is interrelated and contributes to the creation of individuals or groups who understand and value themselves through recognition of their abilities and potential, believe in their abilities through successful experiences and support from the environment, and are able to make decisions and take responsibility for their actions through practice and opportunities to develop skills..

### 3. Metodologi

This research uses descriptive qualitative method, which is a research method based on the philosophy of post positivism used to research on natural object conditions (as opposed to experiments) where the researcher is the key instrument, data collection techniques are triangulated (combined), data analysis is inductive / qualitative, and qualitative research results emphasize meaning rather than generalization with data

collection techniques in the form of interviews, discussion group forums, observation, and documentation (14). This research is located in Muncang District, Lebak-Banten Regency with resource persons from the Village Community Empowerment Office, the Cooperative and SME Office, Muncang District and MSME actors in Muncang District. The focus of this research is how the role of the Lebak Regency Regional Government in efforts to increase community income through MSME empowerment using the “ACTORS” theory.

## 4. DISCUSSION

It is known that in general, based on the assessment from the Ministry of Health, out of 5 existing statuses, there are 1 very underdeveloped village, 78 underdeveloped villages, 224 developing villages, 37 developed villages, and no independent villages. Muncang district, located in the eastern part of Lebak Regency, is one of the underdeveloped villages. The number of Rukun Warga (RW) in Muncang district is 42 RW, while the number of Rukun Tetangga (RT) is 192 RT. Pasir Eurih Village has the largest number of RTs, 20, while Tanjungwangi Village has the smallest number of RTs, 12. The population of Muncang district in 2022 was 39,707 people, consisting of 20,506 men and 19,201 women. Ciminyak Village has the largest population in Muncang district, totaling 4,297 people. Meanwhile, Girijagabaya village has the smallest population, with 2,418 people. The average population density in Muncang district in 2022 was 422.73 people per km<sup>2</sup>. Meanwhile, by village, Cikarang Village is the most populous village in Muncang district. The population density of Desa Cikarang in 2022 was 830.27 people per km<sup>2</sup>.

Of the 12 villages in Muncang district, all have primary school facilities. The number of primary schools, both public and private, in Muncang district in 2022 is 21 schools. Meanwhile, there are 9 junior high schools (SMP). Meanwhile, senior high schools (SMA) and vocational high schools (SMK) amount to 3 (three) schools and 1 (one) school respectively.

There are 2 (two) financial institutions in Muncang district in 2022. Trade facilities in Muncang district are dominated by groups of shops and minimarkets/supermarkets. The two types of trading facilities amount to 2 units and 5 units respectively. Most of the shops and minimarkets/supermarkets are located in Ciminyak Village and Muncang Village.

For vegetable horticultural crops, long beans are the main commodity from Muncang district. In 2022 the production of this crop reached 585 quintals. As for fruits, banana is the highest production, where in 2022 the production of this crop reached 7,098 quintals. Meanwhile, for biopharmaca plants, the highest production in Muncang district is the Kencur plant. The production of this crop in 2022 reached 13,325 kg. With the potential owned by Muncang district, it is possible that by maximizing the existing potential, especially in empowering MSMEs, the economic stability of the community will be maintained. The following is an analysis of MSME empowerment strategies in Muncang District, Lebak Regency based on the ACTORS theory.

#### 4.1. Authority

Authority is an empowerment concept that gives groups or communities the authority to change their stance or spirit (work ethic) into something that is their own. Authority focuses on how people are given the trust and responsibility to change their stance and improve their work ethic, so that they feel that the changes that occur are the result of their own desire and hard work towards better change. (15). The Community and Village Empowerment Office (DPMD) of Lebak Regency and Muncang district have the authority to empower MSMEs, one of which is by encouraging villages to include MSME development programs in the Village Revenue and Expenditure Budget (APBDes) but the majority of the APBDes budget is used for village infrastructure development in the hope that infrastructure development can help MSMEs. Muncang district has Village-owned enterprises (BUMDes) engaged in the service sector, such as bridal makeup, rice milling and flour. Meanwhile, the Lebak Regency Cooperatives and Small Medium Enterprises (KUKM) Office has provided training and assistance to MSMEs such as packing training and assistance in obtaining halal certification. In addition, there is a Perhutani state-owned company that offers cooperation with village communities in tree planting and forest management programs and the Office of SMEs has facilitated MSME cooperation with the private sector.

#### 4.2. Confidence

Muncang district has considerable potential to develop through MSMEs. This is evidenced by the number of MSME products that have successfully partnered with modern markets such as Indomaret and Alfamart. MSMEs that strengthen social networks and



advance partnership programs will improve business performance (16). The Cooperative and MSME Agency of Lebak Regency is also optimistic that the MSME empowerment programs they run will produce positive results. However, the development of MSMEs in Muncang Village is still constrained by community culture and customs as well as the confidence of MSME players to develop their businesses. This is due to several factors, such as a lack of knowledge about marketing and business management, access to capital, and assistance from the government.

### 4.3. Trust

Trust is given to the group to create confidence that each group has the ability to make changes through their urban farming activities, both in terms of economic, socio-cultural, and ecological changes (17). MSMEs in Muncang Village have considerable potential to develop because they have a variety of MSMEs to develop, such as processing agricultural products (bananas, cassava), handicrafts (stick plates), and small industries (tempe processing). MSME players in Muncang Village have a great desire and confidence to develop their businesses. Human resource development to improve the quality of MSME human resources through training and mentoring has been carried out by the Lebak District Office of Cooperatives and MSMEs. In addition, the Lebak District Cooperative and MSME Agency also believes that cooperation with the private sector is very important to accelerate the development of MSMEs. However, MSME players still need more training, mentoring, and access to capital to realize their potential. With the right village empowerment program, Muncang district can get out of the status of underdeveloped villages.

### 4.4. Opportunity

By knowing the quality of their human resources, it will be much easier to make them aware of the right development programs. This shows that by providing space, they can better recognize their potential. People who were previously passive when given space actually want to show their abilities, while those who are already quite active want to learn new things to develop their potential (18). Muncang district has opportunities to develop through MSMEs such as processing agricultural products from bananas and cassava, making handicraft plates made from sticks, small tempeh processing industries. In addition, according to the Head of DPMD of Lebak Regency, Muncang

district has durian that is not inferior to durian from Thailand which can be developed and if it can be cultivated seriously, it can be a source of income for the community. Muncang district also has a traditional food called kotokbongkok which can only be found on Saturdays and Sundays at Ciminyak Market. The main ingredient for making kotokbongkok is not found anywhere else because it is only available in the Cimenger river in Muncang district. The food is made from picung fruit that is fermented and then soaked in the river. Kotokbongkok is only sold on Saturdays and Sundays at Ciminyak Market. These opportunities must be supported by improving the quality of MSME human resources, expanding market access, increasing innovation and creativity of MSMEs, strengthening cooperation with the private sector, utilizing information and communication technology, developing MSME supporting infrastructure, increasing promotion and branding, improving the quality of MSME products and services, developing MSME assisting human resources, and encouraging policies that support MSMEs which are the responsibility of all parties, both local and state governments.

#### 4.5. Responsibility

All relevant parties should have the responsibility to assist the development of MSMEs in Muncang Village. MSMEs themselves are responsible for improving their knowledge and skills in managing their businesses. The government is responsible for providing infrastructure and policies that support MSMEs. BUMDes should not only run the business, but also need to be responsible for assisting MSMEs in marketing and selling products. Perhutani, which is located in the Muncang district area, needs to assist the village community in utilizing the forest for economic businesses of the village community. The Cooperative and SME Agency of Lebak Regency is responsible for facilitating and encouraging the development of MSMEs in Lebak Regency, improving the quality of MSME human resources, expanding market access for MSMEs, and building cooperation between MSMEs and the private sector. The DPMD of Lebak Regency is also responsible for helping to improve the welfare of underdeveloped villages in the Muncang district.

#### 4.6. Support

Various ways have been undertaken by the local government in an effort to increase the growth of MSMEs in Muncang district, such as by the DPMD of Lebak district in providing

financial and non-financial support for underdeveloped villages in Muncang district. The Lebak Regency KUKM Office has conducted training and mentoring to improve the knowledge and skills of MSMEs in various aspects of business, such as business management, finance, marketing, and production. It also assists MSMEs in obtaining business legality, such as IPR, HALAL, PIRT, and Quality Test certificates. The office assists MSMEs in marketing their products through various online and offline platforms, such as cooperation with Indomaret, Alfamart, Hero, and Plaza Lebak. Finally, the KUKM Office has developed policies that favor MSMEs, such as ease of business licensing, tax incentives, and access to public infrastructure. The Muncang district head provides an opportunity for villages to budget APBDes for MSME empowerment. In addition, the use of APBDes to build village infrastructure is expected to also help MSMEs in doing business. The existing BUMDes also supports the community by providing rice milling guidance for the village community.

#### 4.7. Output

Based on existing data, it can be seen that there are potentials and efforts to empower MSMEs in Muncang District, but there are still challenges in terms of self-recognition, self-confidence, and self-reliance. The existence of various kinds of MSMEs that succeeded in partnering with the modern market showing that MSME products in Muncang District have quality and are worthy of recognition. This can be the basis for increasing the self-recognition of SMEs. Despite having potential, MSME actors still face cultural constraints and customs, as well as lack of confidence in developing businesses. This shows the need to strengthen self-confidence so that they dare to take risks and innovate. Various training programs, assistance, and capital access provided by the government and other related parties aims to increase the capacity and self-reliance of MSMEs. However, further efforts are still needed to ensure the sustainability and self-reliance of MSMEs in the long run. Overall, the results of empowerment in Muncang District show progress, but it still needs to be improved, especially in terms of self-recognition and self-confidence of MSMEs. By continuing to strengthen the existing empowerment programs and provide appropriate support, it is hoped that MSMEs in Muncang District can be more developed and independent.

## 5. CONCLUSION

The local government through Muncang District, Lebak Regency DPMD and the Lebak Regency KUKM Office has encouraged villages to provide infrastructure, including MSME development programs through the APBDes and various training programs and issue business legality. UMKM Muncang District has considerable potential through MSMEs, such as processing agricultural products, handicrafts, and small industries. The village head has been given the opportunity to use the APBDes to build village infrastructure is expected to also assist MSMEs in doing business. Existing BUMDes also supports the community by providing rice milling guidance for the village community. Although still lacking confidence in developing business, MSMEs have the desire to continue to develop and take advantage of opportunities to increase innovation and creativity by utilizing information and communication technology. The existence of various kinds of MSMEs that succeeded in partnering with the modern market showing that MSME products in Muncang District have quality and are worthy of recognition. In order to increase the capacity and self-reliance of MSMEs, the government and other related parties have provided various training programs, assistance, and access to capital.

Therefore, there needs to be collaboration from various parties so that MSMEs in Muncang District can develop rapidly and contribute to the improvement of the regional economy. Local governments also need to strengthen assistance and training for MSME actors to increase business knowledge, skills and management, facilitate access to capital for MSMEs, such as through People's Business Credit (KUR) or other financing schemes, increasing the promotion and branding of MSME products through various platforms, Like social media, websites, and exhibitions. In addition, the government needs to make regulations and policies that support the development of MSMEs, such as ease of business licensing. The government also needs to facilitate the formation of associations and MSME groups to strengthen networks between SMEs, and hold a discussion forum and routine meetings to share experiences and expand business networks. Collaboration from various parties is expected to maintain the stability of the villages economic. The right village empowerment program is expected to make Muncang District can get out of the status of underdeveloped villages.

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