



Government and Community Collaboration in Kampung Tempe Economic Development Efforts Case Study: Sukomanunggal Urban Village

Anak Agung Sagung Alit Widyastuty^{a,1}, Bela Aldama^{b,2}

^{a, b} Perencanaan Wilayah Dan Kota, Universitas PGRI Adibuana Surabaya, Surabaya dan Indonesia

✉ email coresponden author : sagungalit@unipasby.ac.id,

Abstrak

Kampung Tempe Sukomanunggal di Surabaya dikenal sebagai pusat produksi tempe, dengan mayoritas penduduknya berprofesi sebagai pengrajin tempe. Kampung ini menjadi salah satu Kampung Usaha Unggulan di bawah program pemerintah yang mendukung pengembangan usaha mikro kecil (UMK) berbasis tempe. Penelitian ini bertujuan untuk mengidentifikasi peran masyarakat dan pemerintah dalam pengembangan ekonomi lokal, serta merumuskan strategi pengembangan yang efektif. Penelitian ini menggunakan metode dan teknik Prospektif Partisipatif untuk menunjukkan keterlibatan masyarakat dan pemerintah dalam meningkatkan ekonomi lokal serta teknik analisis (AHP) *Analytic Hierarchy Process* untuk mengetahui strategi pengembangan ekonomi lokal. Teknik pengumpulan data yaitu observasi lapangan dan wawancara dengan ketua UMKM, Dinas terkait, ahli ekonomi serta akademisi. Hasil analisis Masyarakat mendukung ekonomi lokal dengan memanfaatkan tenaga kerja setempat dan menciptakan kondisi pembangunan berkelanjutan. Pemerintah membantu melalui kemudahan perizinan, penyediaan alat, branding, dan pemasaran online, yang meningkatkan efisiensi, kapasitas, dan daya saing pengrajin tempe serta memperkuat Kampung Tempe sebagai destinasi kuliner. Serta strategi utama untuk pengembangan ekonomi lokal, yaitu penyediaan fasilitas, branding produk, dan pelatihan kualitas produk. Strategi-strategi ini diharapkan dapat memperkuat dan meningkatkan keberlanjutan ekonomi Kampung Tempe Sukomanunggal.

Abstract

Tempe Village in Sukomanunggal, Surabaya, is known for its tempe production, with most people there working as tempe makers. It's part of a government program that helps small businesses focused on tempe. This study looks at how both the community and the government contribute to local economic growth and suggests some good strategies for development. We used Participatory Foresight methods to see how the community and government work together to boost the local economy and the Analytic Hierarchy Process (AHP) to figure out the best strategies. We gathered data through observations and interviews with local business leaders, government officials, economic experts, and academics. The results show that the community helps the local economy by hiring local workers and promoting sustainable development. The government makes things easier by streamlining permits, providing equipment, and supporting branding and online marketing. This support helps tempe makers be more efficient, expand their capacity, and compete better, making Tempe Village a popular food spot. Key strategies for local economic growth include improving facilities, branding products, and offering quality training. These strategies aim to make Tempe Village's economy stronger and more sustainable

Article History

Accepted : 2 December 2024
Approved: 18 December 2024

Kata kunci:

AHP, Ekonomi Lokal, Peran Pemerintah, Peran Masyarakat, PPA

Keywords:

AHP, Local Economy, Role of the Community, Role of the Government, PPA

Introduction

An aspect of economic development is collaboration between the government and the private sector in the management of existing resources. This collaboration aims to create jobs and encourage economic growth in a region. Government and community involvement is key in overcoming macroeconomic challenges. The government's role is to improve welfare by building the local economy through cooperation between the government and the private sector to create new employment opportunities and stimulate the development of the economic sector in the region. With the support of community participation, local governments are expected to evaluate the potential resources required for local economic development. In this context, the existence of a market as a place for economic transactions is indispensable. (Hapsoro & Bangun, 2020)

Economic systems currently vary widely, and the economic system itself is understood as an orderly and efficient economic organization. Therefore, the government plays an important role in maintaining the economic stability of a country, through the management of state revenue, policies to deal with negative externalities, and other aspects. In general, governments affect the economy to varying degrees. Some governments implement strict and intensive regulation of the economy, while others see their role as more of an economic enabler. The government's role in the economy includes various functions, such as assisting business development, encouraging healthy business competition, supporting weak economic groups, and serving as a stabilizer. (Rahardjo, 2009)

Local Economic Development is essentially a process in which various actors in a community, including government, the private sector, and the community, work together collectively to create conditions that support economic development and growth. The process aims to develop a vibrant entrepreneurial culture and increase the prosperity of communities and enterprises, with the hope of improving the quality of life for all members of the community. (Syadzali, 2020)

Kampung Tempe Sukomanunggal in Surabaya is a tempe production center with the majority of the population as tempe artisans. This urban village has been operating since 1970 and is now in its third generation. With 15 craftsmen producing processed and raw tempeh, daily production reaches 50 kg of soybeans. Kampung Tempe in Sukomanunggal is included in the 10 Featured Business Villages Program of the Surabaya City Industry and Trade Office,

which focuses on the development of Tempe-based Micro and Small Enterprises (MSEs). Challenges faced include low competitiveness and high soybean prices. The Industry and Trade Office has implemented various efforts such as product standardization, provision of equipment, ease of business permits, and capital support. This research aims to evaluate the empowerment of MSEs in this urban village under Law No. 3/2014 on Industry to create a competitive industry and contribute to strengthening the national industrial structure.

The close social relationships among artisans, workers, and consumers strongly support the sustainability of the tempe industry. Local workers are typically family members or relatives of the artisans, and the skills required for tempe production are passed down from generation to generation. There is also social mobility, with workers from outside the area coming to learn and save capital to start businesses in their hometowns. Economic aspects, tempe artisans' income tends to be stable, with net earnings ranging from 2,000,000 to 4,000,000 rupiahs per day. Tempe sales are affected by seasonal economic fluctuations, especially during the dry season when seafood prices drop, leading consumers to switch from tempe to fish. Local workers receive monthly salaries and sometimes bonuses, particularly during peak production periods such as Eid al-Fitr. Cultural perspectives, the skills for tempe production are inherited within families, reflecting a strong tradition and cultural heritage. Artisans maintain market competitiveness by ensuring high tempe quality and fostering good relationships with consumers, which highlights the importance of hard work and trust in local culture. Local consumer loyalty indicates a culture of trust and long-term relationships between traders and customers.

Sukomanunggal Urban Village is located at 7°15'48"S and 112°41'49"E, covering an area of 211.56 hectares. Sukomanunggal is a lowland area with an elevation of 3-6 meters above sea level. It consists of 5 community units (RW) and 32 neighborhood units (RT). The administrative boundaries of Sukomanunggal Urban Village are as follows:

The northern boundary: Asemrowo Urban Village

The eastern boundary: Simomulyo Baru Urban Village

The southern boundary: Pradah Kalikendal Urban Village

The western boundary: Tanjungsari Urban Village

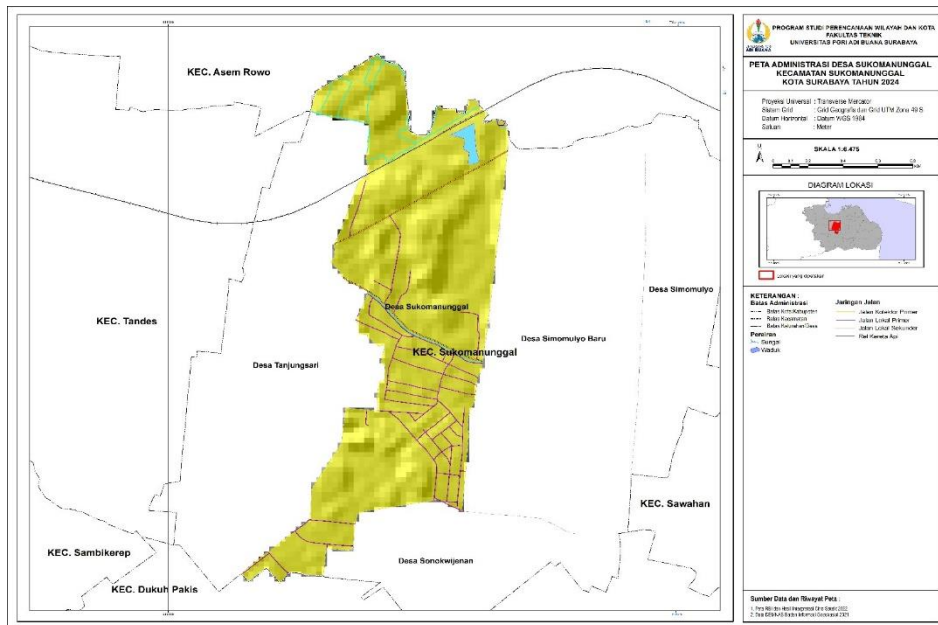


Figure 1. Administrative Map of Sukomanunggal Urban Village

Method

This research employed two main methods for data collection: interviews and secondary data. Interviews as a primary data collection technique aim to explore respondents' attitudes, beliefs, behaviors, or experiences regarding social phenomena through verbal communication (Anggraini et al., 2024). In this research, interviews were conducted with one member of the MSME association, one staff member from the Office of MSMEs and Trade, one academic, and one economic expert to understand the strategies for developing Kampung Tempe. In addition, secondary data were obtained from the Sukomanunggal Urban Village Office, including the number of tempe workers, both local and from outside the area. Data from the Office of MSMEs and Trade included the number of donated goods. These data support the analysis of the roles of the community and the government in the economic development of Kampung Tempe.

This research adopts a qualitative descriptive method (Rukmana et al., 2024), focusing on the detailed explanation and depiction of the phenomena or objects being studied, based on the actual conditions at the time of the research. According to Chariri (Chariri, 2009), this method aims to provide a deep understanding of the research object by presenting detailed and

accurate data without altering the existing conditions. In this study, the Participatory Prospective Analysis (PPA) technique is applied to assess the role of the community (Farhan Ubaidillah Al Haqiqi & Widyastuty, 2023). PPA emphasizes the importance of active participation from all involved parties and achieving consensus among stakeholders. Guided by principles of transparency and effectiveness, this technique ensures an objective and comprehensive assessment (Anak, 2008). It allows researchers to gain a holistic insight into the community's role within the research context.

The evaluation of the government's role utilizes secondary data collected from various relevant institutions. These data, previously gathered by other parties, are analyzed to assess the government's contributions and roles within the studied context. For the strategic analysis of Kampung Tempe's development, this research applied the Analytic Hierarchy Process (AHP) method. AHP is a technique that structures problems into a hierarchy, starting from the primary goal down to criteria, sub-criteria, and alternative solutions. Through this approach, analysis is systematically conducted to prioritize relevant factors and identify the most appropriate solution based on the hierarchical structure developed (Umar et al., 2018). By employing these approaches and techniques, this research aims to achieve a deeper and more comprehensive understanding of the phenomena studied while involving various stakeholders in the evaluation and decision-making processes.

Result and Discussion

A. The Role of Community

The utilization of local human resources in tempe production at Kampung Tempe involves various stages. Approximately 16 local workers actively participate in the entire production process, such as splitting soybeans, boiling, drying, and packaging. They rely on skills inherited within their families without formal training programs. The wage system includes a fixed monthly salary with additional bonuses that vary based on tempe production volume, particularly during high-demand periods such as Eid al-Fitr. On the other hand, approximately 11 workers from outside the area come to learn the tempe production process and seek capital. They either stay in rooms provided by the artisans or rent places around Kampung Tempe. After acquiring sufficient skills and capital, these external workers intend to return to their hometowns to establish independent tempe businesses. Regarding local labor capacity, there is a clear indication of how local workers

contribute to tempe production. Specific task divisions among local workers demonstrate a well-organized work structure, covering soybean splitting, soaking, boiling, drying, and packaging. Artisans use varying amounts of soybeans ranging from 50-400 kg per day, indicating production capacity dependent on the availability of raw materials and labor.

The community's role in Participatory Prospective Analysis (PPA) employed a method that adapted various comprehensive techniques into a quick and holistic operational framework. This method has a cognitive nature, focusing on interaction and consensus-building, enabling agreements to be achieved through interaction among diverse stakeholders, which can then be applied to planning. The fundamental principles of this method include participation, transparency, consistency, effectiveness, relevance, repeatability, rationality, and capacity building for stakeholders. The level of stakeholder involvement in this analysis meets collegial participation standards based on Bigg's perspective and falls under the typology of interactive participation:

1. Community involvement from the planning process to monitoring.
2. Enhancing community mindset for better planning.
3. Providing greater opportunities to acquire knowledge and skills useful for work.
4. Creating conducive conditions, such as synchronization between customary and national laws, to facilitate development implementation.

The analytical process involves the following steps:

1. **Utilization of Local Human Resources:** Community involvement in the tempe industry encompasses several aspects, such as artisans employing one to two local workers. These efforts aim to utilize and enhance the capabilities of the surrounding community to develop the local economy and ensure sustainable regeneration.
2. **Capacity of Local Labor:**
 - a. **Enhancing Community Mindset:** Artisans demonstrate a systematic mindset in the production process, such as selecting high-quality and affordable imported soybeans. They also frequently adjust production levels based on seasonal factors, reducing output during the dry season when the drop in seafood prices impacts tempe demand.
 - b. **Conducive Conditions for Development:** Artisans who understand production fluctuations and involve residents as laborers contributes to sustaining tempe production and supporting the regeneration of the industry.

Therefore, the utilization of local human resources is reflected in the first aspect, while the capacity of local labor is evident in the second and fourth aspects.

B. The Role of the Government

Interviews with government officials regarding their support for tempe artisans in Sukomanunggal revealed various forms of assistance. The government facilitates the process of obtaining business permits to ensure that tempe enterprises operate in compliance with regulations. Additionally, the government seeks soybean suppliers to offer affordable prices, particularly during periods of high prices or scarcity. To improve branding, the government has provided a nameplate for "Kampung Tempe Sukomanunggal" and supported online sales through the "Peken" application managed by the Office of Cooperatives, Small and Medium Enterprises, and Trade. The regulatory framework underpinning this assistance includes Government Regulation No. 7 of 2021 on Ease, Protection, and Empowerment of Cooperatives and MSMEs, which is a derivative of Law No. 11 of 2020 on Job Creation. This aims to simplify licensing and provide protection and empowerment for cooperatives and MSMEs. In line with the development of thematic or tourism villages in Surabaya, the government has also introduced the "Peken" application to support MSME product marketing. Moreover, the government has provided production tools such as large pans, soybean splitters, and stoves as grants. These items are strictly for use by tempe artisans and are not to be sold. The purpose of these initiatives is to improve production efficiency and tempe quality. This policy aligns with the National Medium-Term Development Plan (RPJMN) 2020-2024, focusing on increasing value-added, job creation, investment, exports, and economic competitiveness by strengthening entrepreneurship and MSMEs.

Analisis peran pemerintah di Kampung Tempe Sukomanunggal meliputi:

1. **Business License Legality:** The government assists tempe artisans in obtaining business licenses, as mandated by Government Regulation No. 7 of 2021. Previous research (Oktaviani & Yasa, 2022) highlighted the critical role of business legality in providing legal protection for business operators. With valid business licenses, entrepreneurs, including tempe artisans, gain access to various benefits and government support. The licensing process is essential for MSMEs to secure official recognition and the legal protection required for their operations.
2. **Provision of Production Tools:** The government provides grants such as large pans, soybean splitters, and stoves to improve the capacity and efficiency of tempe artisans, aligning with the objectives of the RPJMN 2020-2024. A previous study



- (Rizky & Fernando, 2021) supported this by demonstrating how such equipment simplifies the production process for MSME partners and enhances the quality of their products. This support enables artisans to produce more efficiently while maintaining high production standards.
3. **Sourcing Raw Materials:** The government actively seeks soybean suppliers offering affordable prices as part of the RPJMN 2020-2024 strategy, which aims to increase the value-added potential of MSMEs by improving access to capital and raw materials. Research by (Sukendar et al., 2022) showed that the selection of raw material suppliers is a key factor in the production process of a company, as the performance of suppliers can influence the overall performance of the company. Therefore, companies need to evaluate suppliers carefully and accurately. Choosing suppliers is a strategic step, especially if the supplier is providing essential materials for the long term, making the selection of the right supplier extremely important.
 4. **Branding of Tempe Village:** The provision of signage for branding Tempe Village in Sukomanunggal contributes to the development of tourism and culinary attractions in Surabaya City, as well as strengthening the image and popularity of this culinary destination in line with the Surabaya City Spatial Detail Plan (RDTR). Previous research by Putra et al., (2021) showed that product branding is an important strategy for small and medium-sized businesses to compete and attract consumers. Branding can have various meanings depending on its context of use. Generally, branding is understood as promotional, advertising, or publicity activities. With a brand, consumers can easily choose the products they wish to consume.
 5. **Online Marketing with the Peken Application:** the use of the "Peken" application for online sales supports the implementation of technology in MSME marketing, in line with the 2020–2024 National Medium-Term Development Plan (RPJMN) policy, which aims to increase competitiveness through digital innovation. Previous research (Sampita, 2021) indicated that many companies and marketers now utilize online media to reduce marketing budgets. Compared to print, audio, or audiovisual media, online marketing has proven to be more effective and efficient. Online media is the primary choice for marketers aiming to minimize promotional costs. With the growing trend of online business and rapid developments, consumers now demand products that meet their needs quickly, instantly, conveniently, and affordably.

C. Economic Development Strategies.

Based on interviews with various sources, the proposed strategies encompass several key approaches. The leader of the MSMEs in Kampung Tempe, Sukomanunggal, suggested adding more tempe product variations, such as tempe chips with various flavors, and upgrading equipment to more modern technology to improve product quality. In addition, enhancing human resource capacity through government-supported training is also prioritized. The Department of Cooperatives, Small and Medium Enterprises, and Trade of Surabaya City proposed financial management training to improve residents' skills in managing finances and providing platforms for artisans to market their products outside the city. Moreover, coaching in product quality improvement and providing capital assistance in the form of modern equipment were also emphasized. An economist highlighted the importance of developing digitalization, product design, and branding as part of the strategy. Meanwhile, academics suggested expanding marketing areas, establishing collaborations with medium-to-large industries, and forming partnerships with CSR programs or investors as strategic steps.

The proposed strategy, using the AHP (Analytical Hierarchy Process) method (Widyastuty & Dwiarta, 2021), concluded that three key strategies share common priorities: the provision of facilities in the form of modern equipment and capital funding to support efficient and high-quality production, training to improve product quality and financial management, and product branding to enhance marketing and product acceptance in broader markets.

The analysis to determine local economic development strategies in Kampung Tempe, Sukomanunggal Urban Village, was based on interviews with experts and supported by the Expert Choice 11 application. It displays the priority alternative results alongside their eigenvector outcomes. This can be seen in the figure below:

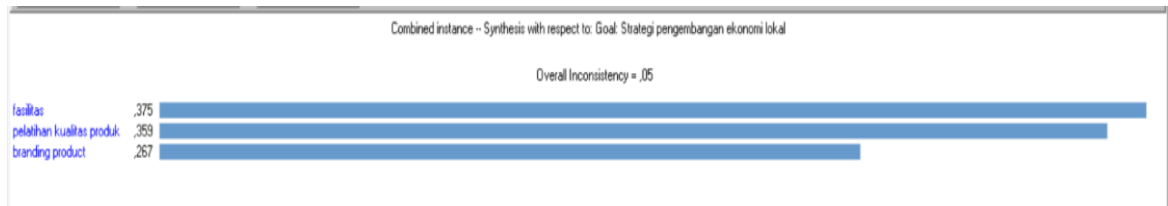


Figure 2. Eigenvector Diagram

The table below represents the eigenvector values from various sources to identify the primary strategies for local economic development in Kampung Tempe.

Table 1. Community Strategy Weighting

Strategy	The Role of Community		The Role of Government		TOTAL
	Local workforce capacity	Utilization of local workforce	Assistance	Donated goods	
Facilities	626	614	726	644	2610
Product quality training	301	268	172	242	983
Product branding	072	117	102	114	405

Source: Analysis result, 2024

a. Government

Table 2. Government Strategy Weighting

Strategy	The Role of Community		The Role of Government		Total
	Local workforce capacity	Utilization of local workforce	Local workforce capacity	Donated goods	
Facilities	769	547	643	643	2602
Product quality training	104	345	255	255	959
Product branding	127	109	101	101	438

Source: Analysis result, 2024

b. Economist

Table 3. Economist Strategy Weighting

Strategy	The Role of Community		The Role of Government		TOTAL
	Local workforce capacity	Utilization of local workforce	Local workforce capacity	Donated goods	
Facilities	685	685	685	685	2740
Product quality training	234	234	234	234	936
Product branding	080	080	080	080	320

Source: Analysis result, 2024

c. Academics

Table 4. Academics Strategy Weighting

Strategy	The Role of Community		The Role of Government		TOTAL
	Local workforce capacity	Utilization of local workforce	Local workforce capacity	Donated goods	
Facilities	080	066	101	101	348
Product quality training	234	217	255	255	961
Product branding	685	717	643	643	2688

Source: Analysis result, 2024

d. Synthesis Of The Sum of each source

Table 5. Final Result of Weighting

Strategy	Government	Society	Economist	Academics	TOTAL	Priority
Facilities	3575	3786	2448	3787	13596	I
Product quality training	2458	1497	1361	1733	7049	III
Product branding	966	1716	3188	1478	7348	II

Source: Analysis result, 2024

Based on the analysis of the strategy weighting table you provided, here are the reasons why facilities are the priority, product branding the second priority, and product quality training the third priority:

Facilities received the highest total score of 13,596, indicating that all sources—Government, Community, Economists, and Academics—agreed that facilities are the top priority. This high score suggests that facilities are considered very important as they directly impact operational effectiveness and product or service quality. Adequate facilities are also the foundational requirement needed before focusing on other strategies, such as branding and training.

Product branding received a total score of 7,348. It showed that although branding is an important aspect. This value is much lower than that of facilities. Product branding plays a role in building identity and differentiation in the market, as well as attracting customers. Although crucial for marketing and sales success, branding does not have as direct an impact on operations as facilities, so it is prioritized after facilities.

Product quality training received the lowest total score of 7,049, which was the lowest among the three strategies. Training is important for skill development and long-term quality improvement, but its effects may not be immediately visible like the improvements in facilities or branding efforts. Therefore, training is placed as the third priority, acknowledging that it is an important investment for the future but not as urgent as facilities and branding

Conclusion

Active community involvement in Participatory Prospective Analysis enhances their skills and mindset, which has a positive impact on project planning and implementation. This involvement also strengthens the local economy by utilizing local labor and supporting sustainable economic regeneration through improved capacity in selecting raw materials and managing production according to market needs. This method also creates a development environment aligned with customary and national laws, facilitating adaptation to changes in production and the sustainability of the local industry.

The government in Kampung Tempe, Sukomanunggal, plays an important role by streamlining licensing under Government Regulation Number 7 of 2021, providing production tools, and assisting with raw material sourcing. Initiatives such as the branding of Tempe Village and online marketing through the "Peken" application increase the competitiveness of MSMEs and develop the culinary tourism sector. This support has proven effective in enhancing the capacity, competitiveness, and welfare of tempe craftsmen, as well as strengthening the image of Tempe Village.

Provision of facilities is the main strategy with the greatest contribution from the community and academics. Product branding follows as the second strategy, with the greatest



contribution from economists. Product quality training ranks last with the greatest contribution from the government. The varying contributions from different sectors highlight the importance of cross-sector collaboration for the success of local economic development.

Reference

- Anak, K. N. P. E. S. K. (2008). Eksploitasi Seksual Komersial Anak di Indonesia. *Medan, Restu Printing Indonesia, Hal.57, 21(1), 33–54*. <https://doi.org/10.21831/hum.v21i1>.
- Anggraini, N., Harsono, I., & Sriningsih, S. (2024). Efektivitas Penggunaan Dana Desa Untuk Pembangunan Di Desa Bonjeruk Kecamatan Jonggat Kabupaten Lombok Tengah. *Jurnal Oportunitas : Ekonomi Pembangunan, 3(1), 1–8*. <https://doi.org/10.29303/oportunitas.v3i1.570>
- Chariri, A. (2009). Landasan filsafat dan metode penelitian kualitatif. *Workshop Metodologi Penelitian Kuantitatif Dan Kualitatif, Laboratorium Pengembangan Akuntansi (LPA), Fakultas Ekonomi Universitas Diponegoro Semarang, 31 Juli – 1 Agustus 2009*.
- Farhan Ubaidillah Al Haqiqi, & Widyastuty, S. A. (2023). Tingkat Pemahaman Dan Partisipasi Masyarakat Terhadap Keberadaan Hutan Mangrove Sebagai Upaya Mitigasi Bencana Abrasi. *Waktu, 21(01), 43–51*. <https://doi.org/10.36456/waktu.v21i01.792>
- Hapsoro, N. A., & Bangun, K. (2020). Perkembangan Pembangunan Berkelanjutan Dilihat Dari Aspek Ekonomi Di Indonesia. *Lakar: Jurnal Arsitektur, 3(2), 88*. <https://doi.org/10.30998/lja.v3i2.7046>
- Oktaviani, N. N. N., & Yasa, P. G. A. S. (2022). Urgensi Legalitas Usaha bagi Industri Kecil dan Menengah (IKM). *Jurnal Pendidikan Kewarganegaraan Undiksha, 10(2), 504–511*.
- Putra, Y., Santoso, P. Y., & Adhypoetro, R. R. (2021). Branding Produk Dalam Menjaga Loyalitas Konsumen Pada Masa Pandemi Covid-19. *Jurnal Cyber PR, 1(1), 11–21*. <https://doi.org/10.32509/cyberpr.v1i1.1415>
- Rahardjo, M. D. (2009). Menuju Sistem Perekonomian Indonesia. *Unisia, 32(72), 113–128*. <https://doi.org/10.20885/unisia.vol32.iss72.art1>
- Rizky, I., & Fernando. (2021). Optimalisasi Persediaan Bahan Baku Atap Spandex dengan Metode Q. *Jurnal Sistem Teknik Industri, 23(1), 1–8*. <https://doi.org/10.32734/jsti.v23i1.4906>
- Rukmana, S. N., Widyastuty, A. A. S. A., & Sucipto, S. (2024). Peran Perempuan Dalam Pengembangan Kampung Wisata Berbasis Komunitas Di Masa Pandemi Covid - 19. *Jurnal Pengembangan Kota, 11(2), 112–123*. <https://doi.org/10.14710/jpk.11.2.112-123>
- Sampita, W. D. (2021). Strategi Pemasaran Online Dalam Meningkatkan Penjualan (Studi



- Kasus Sambal Mbok Bariah di Kota Malang). *Jurnal Ilmiah Mahasiswa FEB*, 9(2), 1–12.
- Sukendar, I., Sugiyon, A., & Prasetyo, B. A. (2022). Pemilihan Pemasok Bahan Baku Kain Menggunakan Metode Analytic Hierarchy Process (Ahp) Dan Technique for Order Preference By Similarity To Ideal Solution. *Jurnal Ilmiah Sultan ...*, September, 980–993.
- Syadzali, M. M. (2020). Model Pemberdayaan Masyarakat Melalui Pengembangan Ekonomi Lokal (Studi Pada UMKM Pembuat Kopi Muria). *Syntax Idea*, 2(5), 92–93.
- Umar, R., Fadlil, A., & Yuminah, Y. (2018). Sistem Pendukung Keputusan dengan Metode AHP untuk Penilaian Kompetensi Soft Skill Karyawan. *Khazanah Informatika : Jurnal Ilmu Komputer Dan Informatika*, 4(1), 27–34. <https://doi.org/10.23917/khif.v4i1.5978>
- Widyastuty, A. A. S. A., & Dwiarta, I. M. B. (2021). Perencanaan dan Pengembangan Desa Wisata Kaba – Kaba Berbasis Kearifan Lokal. *Jurnal Kawistara*, 11(1), 87. <https://doi.org/10.22146/kawistara.63535>