



## Teunuleh Scientific Journal

The International Journal of Social Sciences

Vol. 6, Issues. 4, December 2025

P-ISSN: 2807-193X | E-ISSN: 2746-4393

DOI: <https://doi.org/teunuleh.v6i4.224>

# STRENGTHENING RATTAN ARTISANS' CAPACITY VIA BUMDES BERKAT MANDIRI LAMGABOH (LAMGABOH VILLAGE, LHOKNGA, ACEH BESAR CASE)

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## Abstract

This study aims to examine the form of collaboration and factors that affect the strengthening of the capacity of rattan craftsmen through the Village-Owned Enterprises (BUMDes) Berkat Mandiri program in Gampong Lamgaboh, Lhoknga District, Aceh Besar. The background of this research is based on the importance of economic empowerment of village communities through the development of local potential-based businesses. The main problem raised was the form of cooperation between BUMDes and rattan craftsmen, as well as the factors that support the success of the collaboration. This study uses a qualitative approach with a case study method. The data was collected through in-depth interviews with Keuchik, the Chairman of BUMDes, rattan MSME administrators, as well as five local artisans and traders. The results of the study show that real collaboration is established through the provision of raw materials, access to capital, joint production facilities, and promotional and marketing support. Supporting factors for the success of this collaboration include village government support, managerial capacity of BUMDes, active participation of artisans, and connectivity with external markets. The conclusion of this study is that the BUMDes Berkat Mandiri program is able to strengthen the economic capacity of rattan artisans in a sustainable manner through participatory collaboration and based on local needs.

**Keywords:** BUMDes, Collaboration, Rattan Artisans, Empowerment, Village Economy

## A. Introduction

National development in Indonesia essentially starts from the smallest unit, namely the village. Villages play a very strategic role in the economic, social, and cultural development of the community. Within the framework of regional autonomy, village



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development is directed to improve the welfare of the community through optimal management of local potential. The development process is carried out because the community wants to achieve better and competitive conditions. Development is not only understood as physical growth, but also as a gradual, planned, and sustainable process of social change, in accordance with the challenges and potential of the resources possessed (Radjak et al., 2024).

Strong economic growth is an important pillar for realizing sustainable development. The welfare of the village community is the main indicator of the success of national development. However, the level of well-being in most rural areas of Indonesia is still low, mainly due to weak access to economic, market, and technological resources. Therefore, community empowerment is a strategic step in answering these challenges (Ariyanti et al., 2023).

One of the approaches to village development that has become a serious concern for the government is the establishment of Village-Owned Enterprises (BUMDes). In Government Regulation of the Republic of Indonesia Number 11 of 2021 concerning Village-Owned Enterprises, it is explained that BUMDes is a legal entity established by villages to manage businesses, utilize village assets, increase investment, provide economic services, and encourage productivity for the benefit of village communities (Government Regulation of the Republic of Indonesia Number 11 of 2021). BUMDes is present as an institutional solution in strengthening the local economy based on village independence.

Especially in Aceh, further strengthening of village institutions is regulated in Qanun Aceh Number 6 of 2024 as an amendment to Qanun Aceh in 2008. This regulation gives the right to the gampong (village) government to manage natural and human resources autonomously in order to increase the economic capacity of the community as a whole. The existence of this authority allows villages to prepare and carry out development programs according to local potential and needs, including strengthening the creative industry sector such as rattan crafts (Hutagalung et al., 2022).

Gampong Lamgaboh, located in Lhoknga District, Aceh Besar Regency, is one example of a village that has a distinctive local economic potential, namely rattan crafts. The people in this village, especially women, have long depended on making their livelihood from weaving rattan into various handicraft products. This industry is not only a source of income, but also part of the local cultural identity. Its strategic location on the tourism route provides promising market potential, because many tourists buy rattan products as souvenirs (Alfurqan, 2022).

However, despite having great potential, rattan craftsmen in Gampong Lamgaboh still face various structural obstacles. Among them are limited access to raw materials, traditional production technology, limited business capital, and weak distribution and

marketing networks. This condition was exacerbated during the COVID-19 pandemic, which led to a drastic decline in consumer income and purchasing power (Alfurqan, 2022). To overcome this problem, in 2021, Keuchik Gampong Lamgaboh collaborated with BUMDes Berkat Mandiri in order to systematically strengthen the business capacity of rattan craftsmen.

Forms of collaboration between rattan artisans and BUMDes Berkat Mandiri include: (1) the provision of rattan raw materials at a lower price, namely IDR 4,500/stick compared to the market price of IDR 5,000/stick; (2) the provision of production houses with modern cutting machines that are efficient and operating costs are affordable at Rp5,000/kg; (3) savings and loan services managed by BUMDes as village financial institutions; and (4) a scheme for sharing the proceeds of free raw materials given to artisans with a cooperation system (Hutagalung et al., 2022). This collaboration is an integrative model between village economic institutions and local business actors in encouraging community-based economic growth.

However, the success of this collaboration is influenced by a number of factors, such as the capacity of human resources, support for village regulations and policies, active community involvement, and the availability of infrastructure and business partners. Therefore, it is important to further examine how the form of collaboration is built, and what factors affect the effectiveness of strengthening the business capacity of rattan artisans through the BUMDes Berkat Mandiri program.

Based on this background, this study aims to answer two main problem formulations, namely: (1) how to form collaboration between rattan craftsmen and BUMDes Berkat Mandiri in order to strengthen the business capacity of rattan craftsmen in Gampong Lamgaboh; and (2) what factors affect the effectiveness of the collaboration. The results of this research are expected to make a theoretical and practical contribution to the development of a model of village economic empowerment based on local potential and strengthen the institution of BUMDes as a driving force for the people's economy.

As a theoretical foundation, this study uses three main approaches. First, *Community Empowerment Theory*, which emphasizes increasing the capacity of individuals and groups to be able to control their lives independently. In this context, BUMDes plays a role as a facilitator who provides training, access to capital, and markets for rattan artisans (Marga, 2018). Second, *Social Entrepreneurship Theory*, which sees BUMDes as socio-economic entities that not only pursue profits, but also have a social mission for community empowerment. Through this approach, BUMDes acts as a business incubator for rattan artisans (Darwis et al., 2021). Third, *Institutional Capacity Theory*, which highlights the importance of strengthening the internal structure and

resources of BUMDes in order to be able to implement programs effectively and sustainably (Nuraisyah & Haryono, 2022).

This research also refers to previous studies, such as Adisetya Dwi Astari's research (2020) entitled *The Role of Village-Owned Enterprises (BUMDes) in Improving the Economy Through Community Empowerment (Case Study on BUMDes Cahaya Bumi Perkasa in Pekiringan Village, Karangmoncol District, Purbalingga Regency)*. The research shows that BUMDes are able to increase community income, create jobs, and strengthen the village's original income. However, community participation is still low and economic benefits are only felt by those who are directly involved in BUMDes business programs (Astari, 2020; Nuraisyah & Haryono, 2022).

Other research is such as the research by T. Lembong Misbah et al (2024) entitled *Model For Capacity Building Of Village Apparatus In Realizing Disabbility (A Study In Miruk Taman Village, Darussalam Subdistrict, Aceh Besar Regency)*. There is a model of strengthening gampong apparatus in realizing gampong inclusion in Miruk park, namely by raising the awareness of qann as the basis of law and knowledge of the rights of persons with disabilities, followed by strengthening capacity through empowerment such as workshops and training for gampong and KSM apparatus is also a very important need in realizing an Inclusive Gampong for People with Disabilities (Misbah et al., 2024).

Thus, through this study, it is hoped that a deep understanding of the practice of local economic collaboration between rattan artisans and BUMDes will be born, which can be used as a model in village development planning based on local potential and community independence.

## **B. Method**

This study uses a descriptive qualitative approach. This approach was chosen to understand in depth the dynamics of the implementation of the rattan craftsmanship capacity strengthening program through Village-Owned Enterprises (BUMDes) Berkat Mandiri. Descriptive qualitative research allows researchers to describe social phenomena holistically and contextually based on empirical data obtained directly from the field (Sugiyono, 2021).

The location of this research is Gampong Lamgaboh, Lhoknga District, Aceh Besar Regency. The location was chosen purposively because it is the place where the BUMDes Berkat Mandiri program is directly implemented and has a rattan production house that is the center of local artisan activities. The location selection was carried out with the consideration that this village has characteristics that are relevant to the research purpose, namely seeing collaboration between rattan craftsmen and village institutions (Sugiyono, 2021).

The data collection technique was carried out using three main methods, namely in-depth interviews, direct observation, and documentation (Wijaya et al., 2025). In-depth interviews were conducted with key informants, such as Keuchik (Village Head), Hamlet Heads, BUMDes administrators and managers, rattan MSME group managers, rattan traders, and several community members. Observations were made directly on the activities of rattan artisans, especially those around the main road to the Lhoknga tourist area. This observation aims to see the production process, the use of work tools, and the socio-economic dynamics of the craftsmen. In addition, documentation is also collected to support other data, such as program archives, activity records, photos, and other administrative documents (Rahardjo, 2020).

The data analysis in this study uses the Miles and Huberman model, which includes three main stages, namely data reduction, data presentation, and conclusion drawn. Data reduction is carried out by sorting and simplifying information from the field to focus more on the issue being researched. The presentation of data is carried out in the form of a descriptive narrative to facilitate reading and interpretation. The final stage is the drawing of conclusions, where the data that has been analyzed is used to answer the formulation of the problem and the purpose of the research (Miles & Huberman in Rahardjo, 2011).

To ensure the validity of the data, the researcher used the source triangulation technique. This technique is carried out by comparing the results of interviews, observations, and documents obtained during the research process. Triangulation aims to test the consistency of information and increase the validity of findings, so that the data obtained can be answered scientifically (Rahardjo, 2011).

### **C. Finding and Discussion**

The results of the study show that there is a real collaboration between Village-Owned Enterprises (BUMDes) Berkat Mandiri and rattan artisans in Gampong Lamgaboh. This collaboration takes place in various forms, ranging from capital support, provision of raw materials, use of joint production facilities, to promotion and marketing of rattan products. Based on interviews with Keuchik, the Chairman of BUMDes, rattan MSME administrators, as well as several craftsmen and traders, this program is able to answer the fundamental problems that have been faced by craftsmen. This shows that the BUMDes program not only runs administratively, but also has a direct impact on business actors in the village creative economy sector. This research is in line with research by Hidayat and Hidayah which stated that effective BUMDes are those that are able to create synergy between the village government and local economic actors to build village economic independence (Hidayat & Hidayah, 2023).

One of the most obvious forms of collaboration is in terms of the provision of rattan raw materials. Through cooperation with outside parties, BUMDes buys rattan raw materials wholesale and then distributes them to local artisans at more affordable prices. Previously, the price of rattan reached Rp5,000 per kilogram, but after the intervention of BUMDes, the price dropped to around Rp4,500 per kilogram. This was conveyed by several craftsmen who felt very helped because they no longer depended on middlemen who often sold at unstable prices. With cheaper raw material prices and still of high quality, the profits of artisan businesses have increased slowly. This is in accordance with the opinion of Hermanto (2021) who states that the intervention of village institutions in the supply chain can strengthen the bargaining position of micro business actors and reduce dependence on third parties.

BUMDes also provides rattan production houses equipped with cutting machines and other tools. This production house became a co-working space for rattan artisans in the village, who previously worked individually in their respective homes with limited facilities. In an interview with the manager of the rattan MSME group, it was stated that the use of cutting machines provided by BUMDes speeds up the production process and improves the quality of rattan pieces. The system of using equipment is carried out with a light rental scheme that can be reached by craftsmen, so that all parties still feel benefited without burdening the operations of BUMDes. This study shows that co-production facilities are able to increase the work efficiency of MSMEs by around 10% to 30% compared to individual production systems (Handayani & Hilmansyah, 2022).

Collaboration can also be seen from the savings and loan program facilitated by BUMDes to artisans. The program aims to provide access to capital with low interest and a flexible return system. Many craftsmen who previously had difficulty obtaining capital from formal financial institutions now feel helped by this program. In an interview with the Chairman of BUMDes, it was stated that the loan funds can be used for the purchase of raw materials, equipment maintenance, or daily production needs. This scheme has been proven to prevent people's dependence on high-interest loans from loan sharks. These results are in accordance with research by Sari and Munandar (2018) which found that access to village-based microfinance can significantly reduce the level of dependence of rural communities on informal financial institutions (Purwantoro & Afrizal, 2024).

The availability of raw materials in a sustainable manner is also the main concern of BUMDes. This is very important for the continuity of the production of the craftsmen. One of the MSME administrators said that before this collaboration, they often experienced a shortage of raw materials, especially in certain seasons. Now, craftsmen don't need to worry because they can order raw materials in advance at a fixed price and guaranteed availability from BUMDes. This step shows that the sustainability of the

supply chain is one of the focuses of village business management, as revealed by Az-zahra (2024), that the sustainability of the supply of raw materials is the main requirement in maintaining the stability of community-based handicraft businesses (Az-Zahra, 2024).

Another strategic collaboration is the support of BUMDes in terms of marketing and product promotion. Rattan products from Lamgaboh began to be promoted through village social media, local exhibitions, and collaborations with souvenir shops in the Aceh Besar tourist area. In addition, several products have also begun to be marketed through online platforms with assistance from BUMDes. The artisans admit that they have limitations in terms of digital marketing and market networks, so the role of BUMDes in this case is very helpful to expand the marketing reach of their rattan products. And the digitization of village MSMEs facilitated by BUMDes is the key to encouraging the competitiveness of local products in regional and national markets (Rohmah et al., 2025).

Several artisan groups also run a joint business system with BUMDes in the form of division of roles and results. In this scheme, BUMDes provide production tools and raw materials, while craftsmen carry out the production process. The profits from the sale of the product are then shared according to a fair deal. Craftsmen admit that this system provides a sense of security because they do not have to spend large capital at the beginning, and the results obtained are still quite adequate. This cooperation scheme also encourages mutual trust and mutual responsibility for the success of the village rattan business.

The program run by BUMDes Berkat Mandiri Lamgaboh shows a strategic role in supporting the capacity building of rattan craftsmen in Gampong Lamgaboh. Through various initiatives, BUMDes has provided access to capital that assists artisans in obtaining raw materials and developing their businesses. In addition, BUMDes also organizes skills training that aims to improve technical capabilities and innovation of rattan products to be more competitive in the market. Support in the form of more adequate production facilities also strengthens the overall production process. The collaboration between BUMDes and artisans has proven to be effective in improving production efficiency and the quality of rattan handicrafts, which ultimately has a positive impact on the economic growth of the local community.

The main factor that affects the success of this collaboration is the full support of the village government. Keuchik Lamgaboh is actively involved in the planning and supervision of the BUMDes program, as well as ensuring that all activities remain within the path of community economic empowerment. Policy support and village fund allocation are also important foundations for the consistent and sustainable running of this program.

In addition, the strong management capacity of BUMDes is a key factor in the success of the program. The Chairman of BUMDes Berkat Mandiri and the management team showed transparency and professionalism in the management of funds and assets. They routinely make activity and financial reports, and involve the community in program evaluation. This builds public trust and increases community participation in supporting the sustainability of the program. This study shows that transparency and accountability in village fund management have a significant impact on the success of economic empowerment programs (Liani et al., 2024).

Another factor that is no less important is the active participation of the rattan artisans themselves. From the results of the interviews, most of the artisans showed high enthusiasm for this empowerment program. They not only receive assistance, but also take the initiative to participate in skills training, update product designs, and establish cooperation with other artisans. This enthusiasm shows that the BUMDes program has succeeded in fostering the spirit of independence among village business actors.

In addition to internal factors, access to the market and external partnership networks also contribute greatly to supporting the sustainability of the rattan business in Gampong Lamgaboh. Several partners such as the industry and cooperative offices, as well as business actors from outside the region, began to show interest in working with Lamgaboh craftsmen. This collaboration opens up wider opportunities, including the possibility of exporting local rattan products in the long term.

The collective culture and spirit of mutual cooperation that is still strong in the community of Gampong Lamgaboh also strengthens the effectiveness of collaboration between BUMDes and craftsmen. Values such as helping each other, sharing information, and working together become the social foundation that greatly supports the implementation of empowerment programs. With this spirit of togetherness, various forms of cooperation can run smoothly and are mutually beneficial for all parties involved.

To ensure the sustainability of the rattan artisan capacity strengthening program, BUMDes Berkat Mandiri Lamgaboh needs to take strategic steps by expanding cooperation with various parties, such as training institutions, cooperatives, and other stakeholders engaged in the MSME sector. This collaboration is important to enrich knowledge, strengthen business networks, and increase access to wider resources. In addition, the use of digital technology is key in facing modern market challenges. The use of e-commerce platforms and social media can help artisans market rattan products more widely, reach consumers outside the region, and increase product competitiveness in the midst of increasingly fierce competition in the creative industry. With this strategy, the program that has been pioneered can not only be maintained, but also develop

sustainably and have a long-term impact on the welfare of artisans and village communities.

## **D. Conclusion**

Based on the results of the research that has been conducted, it can be concluded that the collaboration between Village-Owned Enterprises (BUMDes) Berkat Mandiri and rattan artisans in Gampong Lamgaboh is taking place in a real and directed manner in supporting the strengthening of the capacity of local business actors. The collaboration includes the provision of raw materials at affordable prices, production house facilities equipped with auxiliary tools, access to capital through savings and loan programs, and assistance in marketing and promotion of rattan products. All of these forms of collaboration have been proven to help artisans in increasing productivity, work efficiency, and expanding market reach.

The success of this collaboration cannot be separated from several interrelated supporting factors. First, there is full support and commitment from the village government through the allocation of funds and policies that are in favor of community empowerment. Second, the professional and accountable management capacity of BUMDes is the main pillar in maintaining public trust. Third, the active participation of artisans who show readiness to develop and adapt to innovation. In addition, the opening of market access and the establishment of strategic partnerships with external parties have also strengthened the competitiveness of local rattan products. All of these things are further strengthened by the culture of mutual cooperation and social solidarity that is still strong in the Lamgaboh community. Thus, collaboration between BUMDes and rattan artisans not only functions as an economic program, but also as a means of empowerment that is able to encourage the independence and sustainability of village businesses as a whole.

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