

# SYNERGITY BETWEEN THE VILLAGE GOVERNMENT AND PADJADJARAN UNIVERSITY IN ENCOURAGING THE DEVELOPMENT OF COMMUNITY ENTREPRENEURS IN JATIMUKTI VILLAGE

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Article History: Received on 01st March 2020, Revised on 26th March 2020, Published on 29th March 2020

## Abstract

**Objective:** This study is aimed to examine the development of entrepreneurship to improve welfare in Jatimukti village, Sumedang Regency, is one form of activity in the economic field by empowering rural communities. Efforts to encourage the development of entrepreneurship in the village can be done by synergizing the existence and role of the stakeholders, including the village government with universities.

**Methodology:** In the research process, the method used is qualitative, where data research is obtained from interviews and observations. The collected data is then classified based on its type, after that the verification and validation process is carried out through triangulation techniques.

**Main Findings:** The results of this study indicate that the synergy between institutions in encouraging the development of entrepreneurship in Jatimukti village community, especially between the village government and universities, is important.

**Implications:** In its implementation, the Padjadjaran University with the Government of Jatimukti Village has conducted a synergy with a series of activities and coordination to advance community entrepreneurship.

**Novelty/Originality of the Study:** To achieve good results from the synergy process, effective communication, fast feedback, trust and creativity are needed. The value of such relationships, such as loyalty to partners, maintaining interdependence, adaptation to partners (cultural compatibility), integrity and intensity of relationships, and institutionalization (means acting on behalf of institutions and in the interests of shared institutions).

**Keywords:** *Entrepreneurship, Jatimukti Village, Synergy, Village Government, Universities.*

## INTRODUCTION

As a country which just entering a new phase of income transformation, from middle income to high-income countries, Indonesia has a national interest to build an independent and competitive economy, along with to align itself with developed countries. To reach that goal, Indonesia needs to organize an economic system which is based on science, technology and innovation. The development in all fields which carried out by the government was set to bring justice and prosperity for the people. [Francis and David \(2012\)](#) found the best way to empower rural populations is to empower them through their work. Regional development strategies must focus on developing business potential based on Regional Superior Products in agricultural commodities, plantations, forestry, and horticulture to the creative industries.

According to Law No. 6 of 2014 concerning villages, that village government has responsibilities to provide services, enhancing their roles to empower the rural communities and creat community welfare. Empowerment is an independence concept, in which programs are systematically designed to make individuals and communities become the subject of development. In the Republic of Indonesia Government Regulation No. 39 of 2012 concerning the implementation of social welfare, it is explained in article 1 that the implementation of social welfare is a directed, integrated, and sustainable effort undertaken by the government in meeting the basic needs of every citizen, which includes social rehabilitation, social security, social empowerment, social protection, and social welfare. Referring to the article, the effort to realize social welfare for rural communities requires a directed, integrated and sustainable effort.

To realize the welfare of society, the Sumedang Regency Government has declared a “one village one product” program, this program is also closely related to local government efforts to foster community entrepreneurial spirit. Entrepreneurship can improve the welfare of the community through its contribution to increasing economic growth. A country that has an active entrepreneurial community can move the wheels of the economy that improve the welfare of its people.

To encourage the emergence of featured product in each village, the entrepreneurial program must have careful and directed planning, as well as an integrated and sustainable implementation. The success of this program, on the other hand, must also be supported by all stakeholders, namely: the village government, Village-Owned Enterprises (BUMDes), the community, and also universities. In this regard, the synergy between stakeholders becomes an important point in the implementation of entrepreneurship programs, the goal is to achieve the minimum target of one village having one product.

The target for the “one village one product” program which has launched by the Sumedang District Government in 2019 is the micro, small and medium enterprises (MSMEs) in every village in Sumedang. The growth of the MSME sector and the emergence of featured products from each village can give positive impact to the villages and district economic grow up.

The important thing from the existence of development is the village community are expected to become a successful entrepreneur, not just a spectator in rapid development.

One of the villages in Sumedang Regency which has a character as a suburban village is Jatimukti Village which is located in Jatinangor Subdistrict, in this village, the character of the agricultural community is no longer visible, some residents prefer to work in the factory rather than in the farmland. Working in the factories for many peoples in the village is more promising because they are will get a higher monthly income. Land conversion from farmland into a housing complex and factories (industry) also caused some peoples then left the farmland. [Fitrianatsany \(2017\)](#) explains that in the category of suburban village communities, economic activity is more in the industrial sector compared to the agricultural sector, the presence of housing and factories makes this village look more abstract because of it difficult to distinguish between villages and cities.

As the sub-urban villages, Jatimukti deals with problems to advance the entrepreneurship programs, especially for the micro and small sectors. Community businesses in this village are still included in the category of micro and small businesses whose numbers are sometimes unstable (up and down). Based on data released by [BPS Sumedang Regency \(2017\)](#), and [BPS Sumedang Regency \(2018\)](#) the number of businesses or industries in Jatimukti Village is not always uncertain, this data can be seen in the table below.

**Table 1:** The number of Enterprises / Industries in Jatimukti Village, Sumedang

Years	Business / Industrial Classification			
	Micro & Small	Medium	Big	Total
2016	-	1	-	1
2017	10	1	-	11
2018	8	1	-	9

Source: ([BPS Sumedang Regency, 2017](#); [BPS Sumedang Regency, 2018](#); [Sugeng, 2019](#))

Based on data owned by the [Sugeng, 2019](#), the uncertain number of micro and small businesses in each year is caused by business capital factors. Some micro-enterprises run by local people in the business category of food is still largely dependent on orders from the buyers, the micro and small businesses have not dared to issue a larger capital for fear of losing money. In this condition, the problem then arises were businesses run by the community tend to be stagnant.

Seeing this condition, there is an entrepreneurial assistance program carried out by Padjadjaran University as one of the implementations of the Higher Education Tri Dharma, namely community service, focusing on helping and guiding the community in utilizing the resources they have to develop the potential of the community in the field of entrepreneurship ([Alma, 2004](#)). The entrepreneurship assistance program that is carried out aligns the main tasks and functions of the university in the field of research and community service with the main tasks and functions of the local village government while continuing to carry the values of synergy to create mutual benefit. The synergy between the Government of Jatimukti Village and Padjadjaran University to promote micro, small and medium enterprises (MSMEs) is a strategic step in improving the economic life of the local community.

Synergy is a partnership ([Gray, 1989](#)), an interaction ([Thorsos, Johannessen, Beck, & Nganga, 2016](#)), and a combination of elements or parts ([Covey, 2004](#)) that can produce better, greater, and optimum outcomes than is done individually, besides the combination of several elements will produce featured product. Therefore, synergy in growing entrepreneurship means the integration of various elements that can produce better and bigger outputs. [Covey \(2004\)](#) added that synergy will be easy when the components can think of synergy, there are a common vision and mutual respect.

[Anderson and Narus \(1990\)](#) stated that synergy can be built from strong cooperation between organizations, whereas strong cooperation means that all parties believe that cooperation will produce something bigger/better, and do not try to take opportunistic actions that are will ruin cooperation. This view is similar to Najiyati and Rahmat (2011) who say that synergy is a key success factor, except when sectoral egos still colour patterns of thinking and acting. For government organizations or state agencies, the synergy required to meet the interests and needs of the community, especially in conditions of emergency ([Djuvandi, Casnoto, & Hidayat, 2019](#); [Hasan & Azis, 2018](#); [Kongmanus, 2016](#); [Wanninayake, 2016](#)).

To achieve good results from the synergy process, effective communication, fast feedback, trust and creativity are needed ([Doctoroff 1977](#)). However, in the view of [Zineldin and Bredenl6w \(2003\)](#) that partnership synergy will be stronger if the organizations that work together can maintain the values of cooperative relations. The value of such relationships, such as loyalty to partners, maintaining interdependence, adaptation to partners (cultural compatibility), integrity and intensity of relationships, and institutionalization (means acting on behalf of institutions and in the interests of shared institutions).

## RESEARCH METHOD

This research was conducted on 6 January 2020 until 7 February 2020 in Jatimukti Village, Jatinangor District. This research uses qualitative method because this method is considered to be able to better understand social phenomena that emphasize the complete picture of the phenomenon being studied, rather than detailing them into interrelated variables.

The research data consisted of primary and secondary data sources. Primary data sources were obtained from observations and interviews, where interviews were conducted with four key informants consisting of:

1. Head of Jatimukti Village,
2. The chairman of Village-Owned Enterprises (BUMDes),
3. Two Micro-entrepreneurs Usaha Mikro:
  - a. Banan bollen (Bollen Pisang): Ibu Rosita
  - b. Cassava chips (*Keriping Singkong*): Ibu Nur

The selection of informants is based on a purposive technique, which is the technique of taking informants based on certain considerations, such as knowing about the synergy between the Government of Jatimukti Village and Padjadjaran University in developing community entrepreneurship in Jatimukti Village.

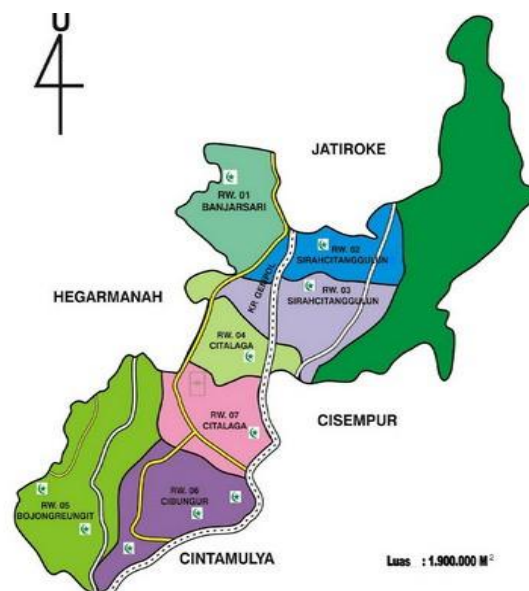
The data analysis technique used in this study is descriptive qualitative, in which the researcher uses the data from observations and interviews to explain the phenomena that are prevailing at this time. The data collected is then classified, verified or validated, then processed and analyzed. At the data validation stage, the validation process is carried out using triangulation techniques, where researchers look for suitability of the information on one thing that is asked to several informants. Data that has been selected and validated is then analyzed.

## DISCUSSION

### Jatimukti Profile

Jatimukti is a village located in Jatinangor District, Sumedang Regency, West Java, Indonesia. The position of the village is to the southeast of Jatinangor District Office, with a distance from the centre of Jatinangor District is about 3.5 kilometres. Based on its history, Jatimukti Village was previously a part of the Jatiroke Village. In 1982 Jatiroke Village was divided into two villages, which are Jatiroke Village and Jatimukti Village. After the division, the coverage area of Jatimukti Village is in the southern part of the former main village area.

Topographically, Jatimukti Village has an area with a landscape in the form of hillsides. Administratively, the area of Jatimukti Village is divided into seven hamlet areas (Rukun Warga) and 26 Neighbourhood Units (Rukun Tetangga).



**Figure 1:** Administrative divisions Map of Jatimukti Village

**Source:** Sumedangtandang.com

From the aspect of the population, the total population in Jatimukti Village is 5,332 people. With details: 2,686 people are male and 2,646 people are female. The number of family heads recorded in Jatimukti Village is 1,513 households. While the population density of Jatimukti Village, for each square kilometre the area is inhabited by an average population of 835.91 people (BPS Sumedang Regency, 2018).

### Community Livelihoods in Jatimukti Village

The majority of people in Jatimukti Village work as labourers and farmers. Based on data released by the Central Statistics Agency BPS of Sumedang Regency Sugeng (2019), 1,180 residents work as labourers, 203 residents work as

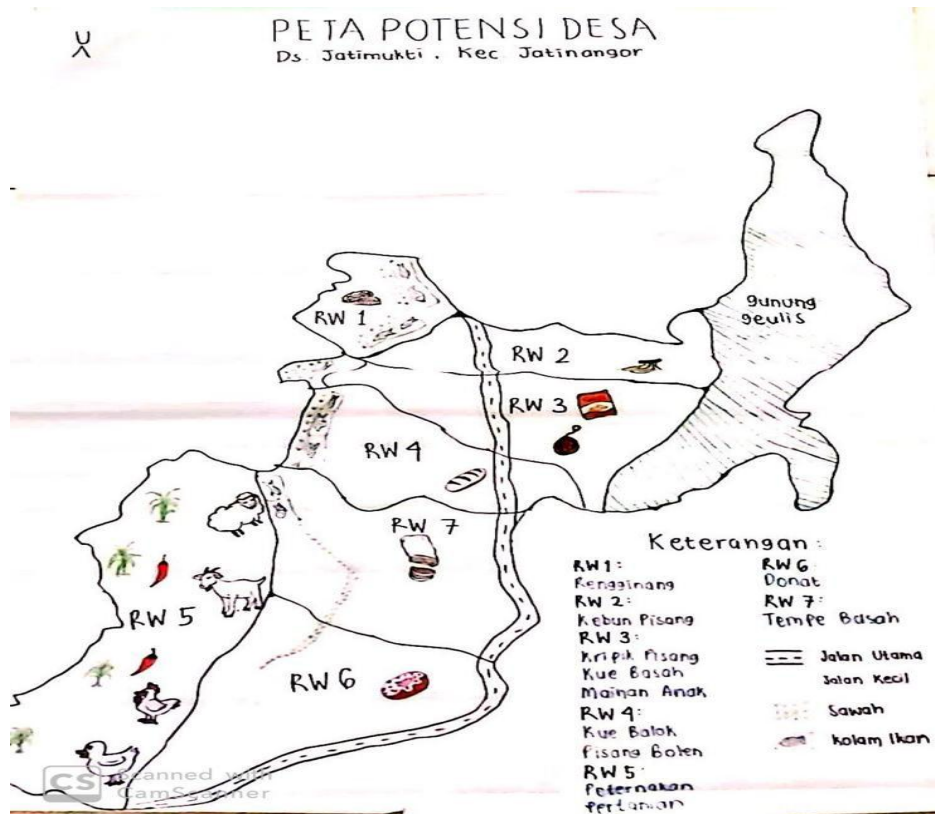
farmers, and as many as 165 residents work as farm labourers. With the composition of work as already mentioned, Jatimukti Village is included in one of the sub-urban villages, because the characteristics of livelihoods as farmers began to be displaced by livelihoods as industrial labourers.

The agricultural sector which still survives produces various agricultural products, namely: rice, tea, vegetables, corn, chilli, and bananas. Several communities work as traders and ranchers. Whereas for entrepreneurship activities are quite rare, there are only a few such as stalls, glass businesses, air guns, cassava chips, bollen bananas, food catering, and wet tempeh. The majority of entrepreneurs are found in RW 04, which is around the main road of Jatimukti Village.

### Potential Areas of Jatimukti Village

The Jatimukti Village area consists of the plains area in the south to the middle. Heading to the north end is a hilly area at the foot of Mount Geulis to the southwestern part. For land use, from the southern part to the central part of the region it is designated as an agricultural area, in the form of paddy fields with a slight mixture of residential areas. In the middle is a densely populated area, which is along the road that connects Jatiroke Village and Cisempur Village. Heading to the northeastern part, precisely at the foothills of Mount Geulis there is an agricultural area, and in the southwestern of the mountain, there is forestry area.

For the distribution of entrepreneurship, almost in every hamlet, there are micro and small enterprises which are run by residents.



**Figure 2:** Potential map of Jatimukti village area

**Source:** Researcher, 2020

Business potential in each hamlet

- Hamlet 1: Rengginang (Snacks)
- Hamlet 2: Bananas garden
- Hamlet 3: Banana chips, cake, Childers snacks
- Hamlet 4: Cakes, Banan Bollen
- Hamlet 5: Livestock
- Hamlet 6: Doughnut
- Hamlet 7: Wet Tempeh.



## The Role of the Jatimukti Village Government in Encouraging Entrepreneurship

Improving community welfare through entrepreneurship programs has become one of the government responsibility to realize good governance because in this program there are elements of responsibility, participation, and strategic vision. Related to the efforts to make the village people are more independent and prosperous, Jatimukti Village Government can run a series of roles, such as facilitators, mediators, regulators, and motivators. One concrete form that can be done is empowering the micro and small scale enterprises, including how farmers can increase the value of agricultural or plantation products, such as by encouraging the processing and innovation of agricultural and plantation products. The existence of product processing and innovation will provide value-added to the goods when it is sold to the buyers. Value added is the added value of a commodity because it undergoes processing, transportation, or storage in production. The village government can also help the marketing aspects, how to ensure that marketing coverage is not limited to the scope of hamlet or villages because the problem that still occurs today is the limited aspect of product marketing.

The village government plays a very important role in creating good governance and encouraging community empowerment, as well as providing services to the community in the formation of programs that can be run. So far the Jatimukti Village government has played a role in the effort to rebuild BUMDes (Village-Owned Enterprises) in 2019. Besides the village head has declared that there is a desire to develop and implement a one village one product program in Jatimukti Village, as has been declared by Sumedang District Government. But on the other hand, the desire to encourage the micro and small enterprises still hampered by the perception of the community in building a business, that to develop a business requires a lot of venture capital.

Based on the interviews with the Head of Jatimukti Village, Mr Roni, a small portion of the population who work as farmers and ranchers have produced several entrepreneurial programs in their agriculture and animal husbandry. From observations, it can be said that few people have succeeded in developing their entrepreneurship. From the results of interviews with the Head of Jatimukti Village and the Head of BUMDes and the results of observations made, some entrepreneurs who can survive include:

1. Mrs Nur with her business in various types of chips, namely cassava chips, banana chips, taro chips, and sweet potato chips. It has been selling for six years;
2. Mrs Rosita with her business in the pastry food industry, bollen bananas (original, cheese and chocolate). It has been selling for three years;
3. Pak Rosadi, who is the Chairperson of hamlet (RW) 7 with his business in wet tempeh;
4. Mr Warsa with his business in animal husbandry and management of fish gold and tilapia;
5. Mr Caca with his business in the field of air guns assemblies and gas bullets.

## Constraints in Entrepreneurship Development

Based on the interviews with the village heads of Jatimukti, BUMDes heads and some entrepreneurs, it is known that there is still a challenge for the village government to encourage the community entrepreneurial spirit. The villager's conditions are they are still didn't have any intention to create a business from their work in the agriculture, animal husbandry, and plantations. They are reluctant to make their work as a business because of several reasons, such as the experience of other entrepreneurs who are failed to run their business. Previously someone had tried to expand his business but then it was failed, while he has spent a large amount of capital.

Based on the information from the informants and our observations, it was found that there were obstacles which hindered the development of entrepreneurship, such as:

1. **Interest Group:** Interest groups become one of the obstacles in the effort to build entrepreneurship. For example, efforts to empower agricultural products in the village of Jatimukti cannot be carried out because certain interest groups buy agricultural land and then they set up factories.
2. **Human Resources:** The quality of human resources in the village of Jatimukti is not good enough, this can be seen from the ability to manage resources that tend not to return on investment, do not understand how to create and form a brand and how to market the product itself. Besides, the product distribution process is not extensive because they do not yet understand marketing technology through the digital world.
3. **Lack of Capital:** People in Jatimukti Village tend to have temporary jobs. The results of the farm and garden are only enough for daily needs because it does not always produce a lot of results. So there is no capital to build a business.
4. **The Significance of Village Owned Enterprises (BUMDes) Not Significant:** In the development and accompaniment of entrepreneurial programs by BUMDes, the existence of BUMDes has not significantly pushed for the advancement of community entrepreneurship. On the other hand, there is still a lack of understanding of the village community about the importance of BUMDES. The quality of human resources at BUMDes is also not yet qualified, this problem can be seen from the way BUMDes personnel coordinate the assistance of entrepreneurship programs. BUMDES often stops operating for several months in a year.

## The synergy between the Village Government and the University in Encouraging Community Entrepreneurship in Jatimukti Village

A synergy is a form of cooperation between two or more parties that is done to produce something better ([Anderson & Narus, 1990](#)), produce a superior product ([Covey, 2004](#)), even said by [Najiyati and Rahmat \(2011\)](#) that synergy is a factor the key to success. Based on their views, the synergy between stakeholders in encouraging the development of community entrepreneurship in the village of Jatimukti becomes important, because synergy combines the potential power of each institution to achieve the same goal through the division of roles and coordination. The thing that then needs to be avoided from the synergy process is the presence of sectoral egos ([Najiyati & Susilo, 2011](#)), while the things that need to be maintained are loyalty to partners, maintaining interdependence, adaptation to partners, integrity and intensity of relations, and institutionalization ([Zineldin & Bredenl w, 2003](#)).

Efforts to encourage the development of rural community entrepreneurship will proceed slowly if the stakeholders in the surrounding environment of Jatimukti Village do not synergize, or even put forward their egos because they feel the most capable and have better resources to run the program. Such conditions will lead to overlapping roles between institutions and lead to community uncertainty in carrying out entrepreneurship development programs that are applied to the community.

In Sumedang Regency, particularly Jatimukti Village, efforts to develop entrepreneurship in rural communities began to be conducted in the synergy between several parties since 2019, namely precisely when the Sumedang Regent began to establish a one village one product policy. The Sumedang District Government realizes that to create one village one product, there needs to be synergy between institutions, which includes involving the active participation of village governments, universities, banking institutions or cooperatives, as well as the community itself. What was then observed in this study was how then the synergy between the Jatimukti Village Government and the Universities in encouraging the development of community entrepreneurship in the Jatimukti Village.

One of the intense and committed universities in helping the Sumedang Regency Government in encouraging the growth of entrepreneurship in rural communities is Padjadjaran University (Unpad). In a statement delivered by the Regent of Sumedang, Dony Ahmad Munir, he hoped that Unpad with its program could help the Sumedang District Government program, especially one village one product, besides it was also hoped that Unpad and its students could work together with the village government in developing every business potential in the village ([Abas, 2019](#)). As an effort to grow commitment in carrying out the synergy, between Unpad and the Sumedang Regency Government then signed a cooperation agreement to improve the welfare of the Sumedang community, including Unpad making research and conducting Thematic KKN in the field of Entrepreneurship, as well as involving the participation of Unpad strategic partners, such as BRI and Indonesian chamber of commerce (Kadin) in West Java to help develop entrepreneurship in rural communities in Sumedang ([Maulana, 2020](#)).

In the prevailing conditions in Jatimukti Village, the synergy between the village government and tertiary institutions, especially Padjadjaran University, is carried out by providing entrepreneurial assistance through the Student Work Program (Student Community Service Program) with thematic themes of entrepreneurship, besides conducting research related to the potential and development of entrepreneurship to look for problems and solve problems. In the aspect of mentoring in entrepreneurship through the Student Community Service Program, students and field supervisors conduct a mapping of micro and small businesses, provide counselling through organizing seminars and workshops, provide input for product development innovations and how to expand marketing through information technology and social media.

Jatimukti Village Government as a local political authority, as stated by the Head of Jatimukti Village, felt the benefits of the entrepreneurship assistance program for micro and small business groups. What was then done by the village government as a form of synergy with Unpad was to help facilitate meetings between students, lecturers and business people at the village hall, and provide data on the number of micro and small entrepreneurs.

In the aspect of community assistance in the development of entrepreneurship, the Thematic Entrepreneurship Work Program (KKN) in Jatimukti Village chose one entrepreneur, namely Bollen Banana "Tilu Putra". The Bollen Tilu Putra business is located in Gang Ardasan, RW 4, Jatimukti Village, and is a bollen banana processing business of various flavours such as original, cheese and chocolate which also opens a small food business such as chips, wet cakes and other dry. The output of the Bollen Tilu Putra business development includes:

1. Bollen Tilu Putra can be developed into one of the typical businesses of Jatimukti Village so that the One Village One Product program can be realized;
2. To increase the economic value of the product by making improvements to packaging, branding, and marketing strategies to expand market reach and make products more attractive;
3. To become another reference for the people of Jatimukti village in developing their entrepreneurship.

The first thing to do is to provide more attractive packaging design suggestions. In addition to providing packaging design advice, the mentoring program also provides training in online marketing techniques carried out to create a wider market, namely through Instagram and Website media. This training is expected to increase knowledge and information

about marketing techniques for business owners and can expand the distribution of these products. For the follow-up plan, the packaging usage that has been given will be carried out when the capital has been fulfilled. The use of the new packaging design is expected to increase demand and the selling value of the product. It is also hoped that the packaging can become a special branding for Bolen Tilu Putra to be more widely known in the market.

## CONCLUSION

In addition to entrepreneurship development, it requires awareness and a great desire from the village community to start building a business, it also requires the support and active participation from all stakeholders around the society to create and implement entrepreneurship development programs. The participation of stakeholders in the entrepreneurship development in Jatimukti Village is carried out through synergy, especially between the Jatimukti Village Government and Padjadjaran University. The synergy carried out by the village government to build entrepreneurship in the community is done by carrying out the role of facilitator, mediator, regulator and modifier. As for universities, especially Padjadjaran University, synergy with Jatimukti Village Government is to hold a thematic Real Work Program (KKN) in the field of entrepreneurship and make a research which maps the potential of micro and small entrepreneur in Jatimukti Village. Based on these conditions, it can be concluded that there is sufficiently good synergy between the Jatimukti Village Government and the Higher Education in encouraging the development of entrepreneurship.

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