



Exploring Human Resource Competence and Management Performance of a Village-Owned Enterprise

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Abstract

This study aims at investigating the competence of human resources of BUMDes Blulukan in managing the business that leads to green entrepreneurship. This study uses a qualitative descriptive method using interviews and questionnaires as a data collection technique. The conclusion of the study shows that the human resources in the BUMDes have adequate competence and level of understanding on green entrepreneurship, as seen from the effort in managing waste by creating products with higher selling points to improve the village communities' welfare in yielding innovative products from waste and generating income for village community products with high-selling values.

Kata kunci:

*BUMDes;
Kompetensi SDM BUMDes;
Manajemen.*

Abstrak

Tujuan penelitian ini adalah melihat kemampuan Sumber Daya Manusia studi kasus pada BUMDES Blulukan dalam mengelola bisnis yang mengarah kepada green entrepreneurship. Penelitian ini menggunakan metode deskriptif kualitatif dengan cara wawancara dan penyebaran kuesioner sebagai teknik pengumpulan datanya. Kesimpulan penelitian menunjukkan bahwa kemampuan dan tingkat pemahaman SDM BUMDES terkait green entrepreneurship sudah cukup baik dengan melakukan pemanfaatan pengelolaan sampah menjadi nilai jual yang dapat meningkatkan kesejahteraan desa pada produk inovasi berupa pemanfaatan limbah sampah yang sebelumnya menjadi keresahan desa diolah menjadi produk yang menghasilkan nilai jual.



1. Introduction

Village-Owned Enterprises (BUMDes) are village government-owned businesses managed by certain administrators appointed

by the village government in village deliberations. The village government serves as management supervisor, while the management includes the elected community

members. The success of BUMDes in increasing community income and welfare lies in its human resources, who are the active actors in every activity of the organization. Without professional human resources, BUMDes cannot carry out activities easily. This demonstrates that, with the presence of professional human resources, an organization, such as the BUMDes, can operate effectively [1]. In addition, professional human resources have an important role in the success of an organization [2].

The success of a BUMDes depends on its governance, financial resources, human resources, and technology [3]. To be sustainable, BUMDes, as one of the local village business organizations, is required to have human resources who are proactive, forward-thinking, skilled in utilizing village resources, and innovative to overcome various challenges that may arise [4]. One of the keys for village organizations is human resource competence. The good organizational performance will be obtained with competent human resources, allowing BUMDes to progress and develop. Human resource competence is a set of individual ability and commitment to perform various main tasks and functions within the organization to achieve the main goals effectively and efficiently. There are three human resource competencies in a village organization, which include (1) basic competence, such as knowledge of regulations, basic policies, main tasks and functions, (2) management competence, such as human resource management, public service management, asset, and financial management, and (3) technical competence, such as planning, budgeting, organizational regulations and policies, organizational administration preparation, and the use of computers and the internet to support administration and main activities [5].

Based on this concept, human resource competencies must be continuously improved. Efforts to improve human

resource competencies can be made through periodic self-development, training encouraged by the commitment and motivation to keep learning, and the value of creativity and innovation [6]. Human resources within the BUMDes cannot become one of the driving forces of the village economy unless efforts to increase commitment are made. This demonstrates that human resources are one of the most valuable assets for any organization, including BUMDes because the organizational goals can be achieved through a variety of well-structured strategic agendas with the involvement and commitment of human resources [7].

The concerns and complaints of the people of Bluluk Village, Colomadu Sub-district, about the amount of garbage polluting the environment around the village shows that waste management is one of the most pressing issues confronting residents in some developing and transitional cities [8]. There is a waste collection community association in Bluluk Village that collects and manages waste by charging fees. However, the collection of waste retribution for each family is perceived to be uneven. Garbage retribution is measured by the ability to pay rather than the capacity of the waste. Garbage in the village environment is sometimes only collected three times a week instead of every day, which can disturb the surrounding environment. Communities are concerned about this issue; and therefore, this condition triggers a gap between the communities and the organization.

In 2016, the total population of Colomadu Regency was 48,021 people, with 24,015 male residents (50.01 %) and 24,006 female residents (49.99 %). A total of 16,872 households resides in this area. The volume of waste is increasing along with population growth. Every household produces waste, both organic and anorganic. Dry leaves, paper, food scraps, plastic, and glass are the common examples. The regional solid waste management system must include basic

strategic steps, such as recycling, biological treatment, thermal treatment, and landfilling; however, these strategic steps are insufficient to ensure efficient and sustainable management [9]. Some of the challenges in the waste management system include inadequate waste collection and storage, lack of landfills, waste recovery and treatment systems, as well as poor public awareness to reduce and separate solid waste [10].

Waste is the result of residual use with less benefit than those of the products; and thus, it is commonly discarded or not reused. Waste is divided into two categories: waste that can be decomposed is called organic waste, such as leaves and food scraps, and waste that cannot be decomposed is called non-organic waste, such as plastic and glass.

It is important to carry out effective waste monitoring and provide adequate infrastructure for waste and pollutant management to prevent environmental risks posed by these externalities to people, plants, and planets/3Ps [11]. Therefore, we require a new strategy for developing various models and variables for effective waste management that will result in value for money.

Blulukan Village is currently active in promoting the local potential, specifically the Selo hamlet community, which is developing Selo Creative Village through waste management activities. The principles of Reduce, Reuse, and Recycle (3R) have given rise to the idea of waste management. In this case, village readiness in waste management awareness and skills, as well as knowledge of green entrepreneurship, is required.

Education is required for cultivating communities' awareness and skills for waste organizing by applying the principles of 4R (reuse, reduce, recycle and replant) which is waste organizing is important in solving waste problems [12]. Therefore, efforts are needed to change the views, behaviors, and habits of the communities in managing waste to have an added value and minimize waste accumulation, and consider social, economic,

environmental, and technical aspects. This is quite important to be introduced and even socialized to the communities because if awareness and perspective on waste are not built as early as possible, when the communities become more populous and diverse, this awareness will be increasingly difficult to build [13].

Meanwhile, greenpreneurship is an activity to solve environmental problems through creative ideas of the local communities or businessman that have a positive impact on the environment to provide benefits for the local communities or entrepreneurs. The development of the greenpreneurship concept requires cooperation from several parties, each of which has an interest in developing ecopreneurship in the community [14]. This is an entrepreneurship concept that pays attention to and attaches importance to sustainability in the future [15].

The Garbage Bank House (Rumah Bank Sampah) was established to become a creative "AKSI (ACTION)" center in providing free creative education and training to educate the community in utilizing recyclable waste by making it into handicrafts with commercial economic potential. It can also meet market demand and increase communities' income [16]. Waste control and processing is an activity that requires a comprehensive and sustainable system that aims to improve sanitation in public health and quality environment and make waste into a resourceful benefit [15]. Therefore, the role of the communities in determining effective and efficient waste management is essential because innovation and creativity of the community will be spurred if waste management is carried out in an integrated manner so as to improve village welfare [12].

One of the factors that can influence entrepreneurs, especially micro-entrepreneurs such as BUMDes, in building greenpreneurship is the determination of factors that can affect the level of knowledge

of entrepreneurs about greenpreneurship to increase motivation to become an entrepreneur that pays attention to the environment. The factors include internal factors such as skills, knowledge, and understanding of business ethics, as well as external factors, such as market opportunities, availability of capital, incentives for environmentally friendly entrepreneurs, the role of the media, community leaders, and educational institutions [17]. Furthermore, the most important aspect of sustainable management is the role of the communities. Hence, they are expected to be more aware of their duties and responsibilities in protecting, maintaining, and preserving the environment, particularly those related to the environment, in terms of waste [18].

Based on the research issues, it is necessary to strengthen entrepreneurial actions that can contribute to the natural environment preservation with the sustainability principle of greenpreneurship. Researchers carried out observations by distributing questionnaires and conducting interviews in Blulukan Village, Colomadu Sub-district, Karanganyar Regency, regarding the readiness to shape a business towards greenpreneurship.

These efforts are expected to improve the readiness of human resources of the BUMDes in implementing greenpreneurship through waste management with 3R principles so that creative and innovative waste products with high quality can become market opportunities in the country.

2. Method

Good research is a study that is true and trustworthy. Well-organization is one of the criteria for good research; and therefore, good research must be well-designed, in terms of research methods, data analysis techniques, and data collection techniques concerning the research questions [19].

The aim of this research is to investigate the competence of the human resources of

Village-Owned Enterprises (BUMDes) of Blulukan, Colomadu Sub-district, Karanganyar Regency, in managing the organization that leads to greenpreneurship. For determining the scientific research method, a research design suitable to the depth of the research to be carried out is required [20]. Therefore, a descriptive qualitative method with a case study approach is appropriate for this study. This method was applied by collecting data, which were described and analyzed qualitatively [21].

A qualitative research method is often referred to as a naturalistic method since it aims at examining a natural situation or object [22]. A natural object denotes an object as it is, without any manipulation from a researcher. Within this sort of study, a researcher becomes an important key instrument. Descriptive qualitative research provides an overview or explanation of a situation in the object of research that includes individual, group and event.

In this study, the qualitative method was chosen for several reasons and objectives to be achieved. A qualitative method is used to research with the following objectives: examining a condition in which the research problem is not clear because, with a qualitative method, the potential and research problem can be identified; figuring out a unique phenomenon about the object under study; identifying a work process or social interaction, because both will only be described if the researcher conducts qualitative research; identifying the feeling of an individual, who is the subject of research; constructing a phenomenon to make it more understandable, as well as finding and developing theories; strengthening and ensuring the data validation, with triangulation data collection techniques; and examining the history of the life development of community or research subject figure [22].

Following a qualitative method, a case study was applied in this research focusing on the Village-Owned Enterprise (BUMDes)

of Blulukan. The data obtained were not analyzed using numbers but were presented in narratives or words to describe real conditions and then interpreted according to the research objectives.

Determination of data sources in every study is important because the data validity depends on the relevant data collection techniques [20]. Primary data, which were directly gathered by the researchers, were employed in this study. Primary data are information obtained directly from the source or object of research, through first-hand by researchers related to certain variables for the purposes that have been set in the study [23].

The primary data in this study were obtained from questionnaires and interviews. The source of primary data was determined and obtained by asking for the respondents' opinions regarding the issues being discussed in the study. The primary data collection techniques in this study are as follows the first, the interview was conducted on Tuesday, August 25, 2020, with Mr. Agus Triyanto, the head of BUMDes of Blulukan, by giving questions regarding the issues the organization encountered, such as how to manage the BUMDes, the role of BUMDes in developing the potential of the local village, the organization's efforts in waste management in the local environment. Second, Questionnaire in addition to the interview, a questionnaire was distributed to gather data. A questionnaire is a list of questions that have been prepared along with the alternative options to be distributed to respondents and given responses [24]. Third, the questionnaire survey applied in this study was a pick-up survey. A pick-up survey is a survey in which questions are given to respondents and the results are taken by the researcher personally from each respondent [25]. The information about the time for respondents to submit the responses is commonly written on the questionnaire.

In this study, the questions provided in the questionnaire were addressed to all members of the BUMDes. The questions

were related to the efforts of the BUMDes members in managing waste in the village, and the degree of their preparedness in managing waste with 3R principles, as well as those associated with the members' understanding of greenpreneurship.

This study also incorporated secondary data. Secondary data are the data that have been published by other parties and obtained through existing sources [23,24,26]. In this study, the secondary data were those related to the BUMDes institution, such as the organizational structure and the duties of each BUMDes management and members, which were obtained directly from the organization.

The data validity was carried out to ensure whether the data were valid and reliable. In line with the previous research [27], data validation was performed with method triangulation. The triangulation or combined method is a method for obtaining data from several different sources of data acquisition to increase the researchers' understanding of the analyzed objects [22]. Moreover, data triangulation is performed to ensure the truth of the gathered data, strengthened with several sources. In this study, the data credibility test through the triangulation method was carried out by interviewing several respondents and recording their responses in the questionnaire.

After the data from the interviews and the results of the questionnaire were collected, data were tabulated using Microsoft Excel for further qualitative analysis. KBBI defines tabulation as the presentation of data in the form of a list or table to facilitate evaluation and observation. In other words, data tabulation in this study is one of the data processing by presenting and summarizing them in a list or table to facilitate the researchers in analysis. This helps researchers to provide an overview of the research results because the data have been listed and put in tables to make interpretation easier.

The data analysis technique used in this study was the interactive model [1]. The data analysis technique was adjusted to the type of research. The qualitative analysis process includes the following steps [20,28,29]: (1) Data reduction was one of the processes in data analysis, simplifying raw data obtained from the research field. Further, both primary and secondary data were detailed and reduced, and information or data relevant to the research were then selected; (2) The qualitative data were presented in narration, containing a collection of information presented with a good structure, systematics, and readability, from which a conclusion was drawn; (3) Conclusion drawing was the last process in qualitative data analysis for this research. This step was performed by examining the results of data reduction by referring to the research objectives, to obtain a conclusion answering the research problems.

3. Results and Discussion

Rural economy will be stable if it is strengthened by the rural economic organization. It is necessary to build a system-based business network in the village that is able to encourage BUMDes organizations in increasing economic competitiveness in the village. BUMDes is able to develop into an institution that strengthens community economic institutions. BUMDes is able to cultivate local potential, both natural resources and human resources in the village. The goal is to increase the prosperity of villagers through business units. In the end, BUMDes is able to increase and contribute to village original income which contributes to optimal village infrastructure development [30].

This is in line with Sofyani, Atmaja, and Rezki's research [28] which states that the existence of BUMDes is, among other things, to realize village autonomy and can increase Village Original Income. Starting from one of the goals of establishing BUMDes, it can encourage village governments to respond to

the establishment of BUMDes. The existence of BUMDes is certainly the hope of many elements such as the village government.

The result of an in-depth interview with an informant, Mr. Agus Triyanto, head of BUMDes of Blulukang Gemilang, on Tuesday, August 25, 2020, revealed that Mr. Agus negotiated with the community association to establish BUMDes, on the condition that the association would continue its daily duty, transporting garbage with a salary equaling to the regional minimum wage (UMR).

The discussion shows that BUMDes users can create job opportunities, requiring an active role of the community in determining the empowerment essential and suitable with the potential of the local village.

Researchers try to relate this to the research of Kania, Anggadwita, Alamanda [30] which states that entrepreneurship in the village can be encouraged through the process of empowerment and exploration through BUMDes while still paying attention to environmental aspects.

Next, the researcher conducted interviews with informants managing BUMDes, namely Mr. Agus Triyanto, as the Head of BUMDes Blulukang Gemilang.

"Given the condition of the community association in the village which is less able to manage the collection of waste retribution, I think it is logical that by establishing a waste transportation business unit through negotiations with the village association to form a BUMDES, of course it can increase village income and provide access to jobs with a salary equal to the minimum wage."

According to Pak Agus, similar information was also obtained from Mrs. Febri as treasurer of BUMDes stating that the waste transportation unit was able to increase the PADes of Blulukang Village.

"According to my observations, BUMDes already has a sufficient number of waste transporters. This

fleet is used to collect waste from the house to house and from the industrial sector in the neighborhood around the village. Garbage is transported every day so that there is no accumulation of garbage, the rates vary depending on the number of consumers (garbage).”

It was agreed that the monthly fee for waste disposal service for each type of consumer was as follows: (1) household (IDR20,000.00), boarding house with less than 10 rooms (IDR50,000.00), boarding house with more than 11 rooms (IDR100,000.00), small stall (IDR30,000.00), medium stall (IDR150,000.00), and large stall/restaurant (IDR300,000.00).

Since 2019, with Mr. Agus's skills, previously worthless waste can be processed into useful products with high economic value. Examples of creative products from artificial waste are liquid fertilizer that comes from discarded food scraps and paving blocks processed from plastic waste. Meanwhile, glass waste is handed over to landfills because Mr. Agus has not found a technology that can help him process it into a new product.

The novelty in this research is related to the concept of greenpreneurship and green accounting which have been applied at BUMDes Blulukang Gemilang through entrepreneurship and good business management so that they can contribute to preserving the natural environment with sustainable principles. This is different from previous research [31] in the research of Adnyana, Atmadja, Herawati which still applies the normative model in recognizing environmental costs in the preparation of its financial statements.

Mr. Agus Triyanto through a discussion session during a training event on the marketing of recycled waste products stated the following.

"I think that in the long term, so that the waste transportation unit can

develop into waste management, it is necessary to establish a waste processing plant so that the waste can be useful, both organic waste into liquid fertilizer and compost, while inorganic waste in the form of plastic waste becomes an effective technology that produces paving blocks that produce high quality paving blocks. not inferior to paving products made of sand in general so that it will be much more useful for life.”

In processing plastic waste into a paving block, it takes 3 kg to produce 1 paving block. The plastic waste is heated, and put together with oil, stirred until sticky. The mixture is then poured into a mold and pressed until solid. After that, the paving block that has been molded is cooled and put in water to make it hard. The machine for processing the waste was designed and provided by Akademi Teknik Mesin Industri (ATMI), an industrial mechanical engineering academy.

The idea of making a paving block from plastic waste was obtained and studied in Youtube videos. In addition to reducing plastic waste, paving block is beneficial for human life. Based on the paving block test that was carried out independently, Pak Agus found that the paving block produced is much lighter, safe from moss, and stronger than the paving block made of cement and sand.

This signifies that competence is vital in developing human resources, which need to be supported by innovation and invention to produce a new product that remains focused on implementing human resource development.

Pak Agus's idea emphasizes that creativity and renewal are significant, in which something unclean and valueless becomes a product with economic value. However, due to the lack of knowledge of other BUMDes members regarding waste management, Mr. Agus, carried out

socialization. He testified that "Rather than becoming the subject of public satire, the waste is better given to me for further process".

Meanwhile, based on the results of questionnaires collected from all BUMDes members, the readiness of the BUMDes human resources is quite good, as evidenced by the innovation of plastic waste into the paving block. Human resources have realized that waste management with creative ideas and innovations can improve village welfare and help increase village-generated income.

During a visit to the waste management factory site, the research team quoted several statements from officers in the waste management unit, as quoted from Mr. Wasimin.

"It's good for free first, while the processing results in the form of liquid fertilizer and compost are given to farmers around the village so that farmers can save money and don't need to buy fertilizer from shops."

A similar statement was also quoted from the village head, Slamet Wiyono.

"Alhamdulillah, paving blocks from the processing of plastic waste can be used to build village field infrastructure."

After the waste is processed into creative products that can help increase the village economy and village-generated income, the BUMDes' products need to be marketed. Today, a product marketing system through e-commerce is more suitable, taking into account that the pandemic throughout the year has made consumers switch to purchase products online.

Product marketing through e-commerce is expected to be carried out following the program released by the Ministry of Villages, Enhancement of Disadvantaged Districts, and Transmigration (PDTT) on "BUMDes go digital". Moreover, the products are targeted to reach the local, national, and international markets. To support this program, the

Ministry of Villages, Enhancement of Disadvantaged Districts, and Transmigration (PDTT) recommend several e-commerce platforms, such as Bukalapak and blanja.com, which can facilitate village products, including BUMDes' products, and regopantes.com, which can assist farmers to market their products because they can connect directly with consumers at affordable prices. The "BUMDes go digital" program encourages the organization's activities to get closer with the 4.0 revolution, which further supports the village to be more developed. This also improves villagers' ability to access applications to market BUMDes' products.

In addition, the ministry supports the development of disadvantaged regions, and transmigration for BUMDes by holding Village Innovation Exchanges at the regency and sub-district levels. Through this program, all village-owned enterprises are promoted, in terms of their business units, managed commodities, and managed businesses, so that BUMDes can gain market certainty and cooperation. Efforts to provide facilities to commercialize village products can accelerate distribution.

However, because the BUMDes in the research area is considered new, the researchers from Universitas Sebelas Maret suggest commercializing the products in the village's internal environment. For example, fertilizer processed from food waste are marketed to village farmers at affordable prices, and paving blocks developed from plastic waste is suggested to be marketed because the blocks were previously produced and given to the communities for free when needed. It is also informed that a Village Innovation Exchange is a forum that BUMDes can use to market the products. The paving blocks are commonly produced and given to the communities for free.

Furthermore, the researchers have provided technological assistance by providing directions related to marketing through e-commerce that is in line with the Ministry of Village's program, because the market can

expand to larger areas. With these efforts, the Blulukan communities are expected to be more familiar with the use of e-commerce applications.

4. Conclusion

Based on the final results, this research concludes that the competence of human resources at BUMDes in Blulukan Village is quite good, as evidenced by a unique product of paving from plastic waste. The BUMDes human resources also have adequate knowledge and understanding of green entrepreneurship. The problem of waste management in the village stimulates a creative idea to perform environmentally friendly waste management and generate profits to help increase the village-generated income.

The implications of this research are the improving knowledge and skills, as well as the spirit of greenpreneurship in the community to drive them to seize opportunities and create products with high selling value to improve the welfare of village communities. Moreover, this study provides employment opportunities for villagers, reduces social inequality to minimize the negative impact of social vulnerability, broadens the horizons and ways of thinking of village communities, educates people about clean and healthy life, and raises environmental awareness, which is the community awareness about the Preservation of the environment and maintaining human survival are very important both for now and in the future.

The limitations of the research, the first, a solution doesn't find in developing the capacity of BUMDes human resources related to the marketing management of products in the form of paving made from plastic waste. Furthermore, the second limitation is the absence of a BUMDes digitalization program which is intended as an effort to improve the competence of managers through the provision of ongoing

training and assistance to villages with data, funds and power.

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