

EVALUATING THE IMPACT OF COMMUNITY-BASED ECONOMIC EMPOWERMENT ON POVERTY REDUCTION: EVIDENCE FROM THE JOINT BUSINESS GROUP (KUBE) PROGRAM IN KEBUMEN REGENCY, INDONESIA

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ARTICLE INFO	ABSTRACT
Diterima: 05 Januari 2026 Direvisi: 10 Januari 2026 Disetujui: 18 Januari 2026 Tersedia Daring: 30 Juli 2026 Keywords: Policy evaluation; Poverty reduction; Community empowerment; Joint Business Group (KUBE); Entrepreneurship	<i>Poverty remains a multidimensional development challenge that requires policy interventions extending beyond short-term economic assistance toward sustainable community empowerment. This study evaluates the impact of the Joint Business Group (Kelompok Usaha Bersama/KUBE) Program on poverty reduction in Kebumen Regency, Indonesia, by examining four evaluation dimensions: economic conditions, social relations, institutional capacity, and entrepreneurship. A quantitative evaluative approach employing a one-group pretest-posttest design was adopted. Primary data were collected through questionnaires administered to 28 KUBE beneficiaries selected using total sampling, while secondary data were obtained from relevant government documents. Data were analyzed descriptively to compare respondents' perceptions before and after program implementation. The findings indicate that the KUBE Program generated positive outcomes across all evaluation dimensions, with an overall implementation success rate of 85.7%. Entrepreneurship demonstrated the highest achievement, followed by institutional capacity and social relations, whereas economic conditions showed comparatively lower improvement. These findings suggest that the program more rapidly strengthens entrepreneurial motivation, social cohesion, and institutional capacity, while economic improvement requires a longer period because it depends on business development, market access, capital availability, and sustained mentoring. The study concludes that evaluating poverty alleviation programs should adopt a multidimensional perspective that incorporates economic, social, institutional, and entrepreneurial dimensions. Policy efforts should therefore prioritize continuous business mentoring, institutional strengthening, entrepreneurship development, and improved access to markets and financial resources to enhance the long-term effectiveness of the KUBE Program in reducing poverty.</i>
Kata Kunci:	ABSTRACT
Evaluasi kebijakan; Pengurangan kemiskinan; Pemberdayaan masyarakat; Kelompok Usaha Bersama (KUBE); Kewirausahaan	Kemiskinan tetap menjadi tantangan pembangunan multidimensi yang membutuhkan intervensi kebijakan yang melampaui bantuan ekonomi jangka pendek menuju pemberdayaan masyarakat yang berkelanjutan. Studi ini mengevaluasi dampak Program Kelompok Usaha Bersama (KUBE) terhadap pengurangan kemiskinan di Kabupaten Kebumen, Indonesia, dengan meneliti empat dimensi evaluasi: kondisi ekonomi, hubungan sosial, kapasitas kelembagaan, dan kewirausahaan. Pendekatan evaluatif kuantitatif yang menggunakan desain pretest-posttest satu kelompok diadopsi. Data primer dikumpulkan melalui kuesioner yang diberikan kepada 28 penerima manfaat KUBE yang dipilih menggunakan total sampling, sedangkan data sekunder diperoleh dari dokumen pemerintah yang relevan. Data dianalisis secara deskriptif untuk membandingkan persepsi responden sebelum dan sesudah implementasi program. Temuan menunjukkan bahwa Program KUBE menghasilkan hasil positif di semua dimensi evaluasi, dengan

tingkat keberhasilan implementasi keseluruhan sebesar 85,7%. Kewirausahaan menunjukkan pencapaian tertinggi, diikuti oleh kapasitas kelembagaan dan hubungan sosial, sedangkan kondisi ekonomi menunjukkan peningkatan yang relatif lebih rendah. Temuan ini menunjukkan bahwa program tersebut lebih cepat memperkuat motivasi kewirausahaan, kohesi sosial, dan kapasitas kelembagaan, sementara peningkatan ekonomi membutuhkan waktu lebih lama karena bergantung pada pengembangan bisnis, akses pasar, ketersediaan modal, dan pendampingan berkelanjutan. Studi ini menyimpulkan bahwa evaluasi program pengentasan kemiskinan harus mengadopsi perspektif multidimensional yang menggabungkan dimensi ekonomi, sosial, kelembagaan, dan kewirausahaan. Oleh karena itu, upaya kebijakan harus memprioritaskan pendampingan bisnis berkelanjutan, penguatan kelembagaan, pengembangan kewirausahaan, dan peningkatan akses ke pasar dan sumber daya keuangan untuk meningkatkan efektivitas jangka panjang Program KUBE dalam mengurangi kemiskinan.

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1. INTRODUCTION

Poverty is one of the problem the most complex development Because No only related with low level income society, but also reflects limitations access to education, health, opportunities work, and source Power economy productive. Sen (Sulaiman et al., 2022) explain that poverty in essence is limitations *capability* individual For reach valuable life, so that the coping strategy No Enough done through help economy, but must capable increase capacity public For independent. Perspective the push development various policy empowerment economy as instrument main in subtraction poverty sustainable (Harun et al., 2018) However Thus, the effectiveness policy countermeasures poverty No can assumed succeed only because the program has implemented. Dunn (Andyarini et al., 2020) confirm that success something policy must evaluated based on the benefits (*merit*), value (*worth*), and impact (*policy impact*) produced to group target. In line with that, Dwiyanto (Jamalina & Wardani, 2017) state that evaluation policy public must more achievement - oriented *outcomes* and *impacts* compared to just evaluate compliance to procedure administration and level absorption budget.

Central Java Province still face inequality level poverty between district / city although various mitigation programs poverty has implemented in a way sustainable. Figure 1 show that Regency Kebumen own level poverty the highest in Central Java Province, namely 15.76%, far above the average for Central Java Province of 10.47% as well as the national average as big as 9.03%. Difference as big as 5.29 points percentage against the provincial average and 6.73 points percentage against the national average show that benefit development Not yet distributed in a way evenly. Graph it also shows existence quite a disparity wide interregional, where some city such as Semarang City, Salatiga City, and Magelang City has own level poverty far below the provincial average,

whereas a number of regency other Still face level relative poverty high. Variation the indicates that implementation policy countermeasures poverty produce different achievements although all over area is at in framework policy the same nationa(Nurhalimah Harahap & Atika Hanan Julia Harahap, 2024).

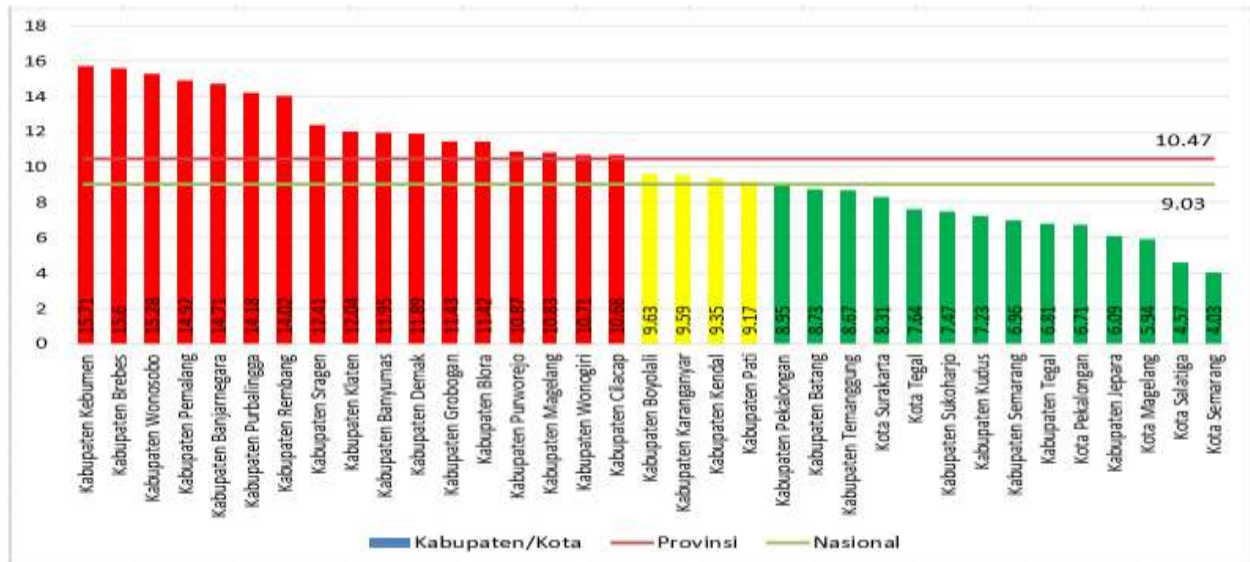


Figure 1. Poverty Level Districts /Cities in Central Java Province in 2025 (%)

Existence Regency Kebumen as area with level poverty the highest in Central Java Province causes paradox policies that require explanation empirical. Government center and government area has implement various mitigation programs poverty, one of them through Joint Business Group (KUBE) Program developed by the Ministry of Social Affairs Republic of Indonesia as instrument empowerment economy poor communities. This program designed For increase capacity economy House poverty ladder through business capital assistance productive, strengthening institutional groups, mentoring, and development business based society. However thus, the height level poverty in the Regency Kebumen show that the existence of the program is not yet in a way automatic produce appropriate outcomes with objective policy. According to Dunn (Sosa et al., 2021) conditions like This confirm importance evaluation policies that do not only oriented towards program implementation, *but* also on impact policy *impact* on welfare society. Conditions the bring up question fundamental, namely Why level poverty in the Regency Kebumen Still to be the highest in Central Java Province even though the KUBE Program has implemented as one of the instrument main empowerment economy poor society ? (Bakalo et al., 2025).

Debate about effectiveness of empowerment programs economy poor people also still ongoing in literature academic. A number of study conclude that empowerment program based group capable increase income, expanding chance work, strengthening social capital, and push independence economy House poor households. On the other hand, other studies show that part group business experience decline productivity even stop operate after help government end consequence weakness capacity managerial, limitations market access, low quality mentoring, and the lack of coaching post-

implementation. Differences findings the show that effectiveness of empowerment programs No only determined by the size assistance provided, but also by mechanisms implementation that connects design policy with change condition social economy public.

Even though the KUBE Program has be one of instrument national in the coping strategy poverty during more from One decade, research regarding this program in Indonesia is still dominated by studies that focus on program implementation, identification factor supporters and inhibitors, as well as evaluation administrative implementation activities (Akramila et al., 2025). Studies that are systematic evaluate impact policy *impact* to change income, sustainability business, independence economy, as well as welfare House ladder recipient benefit Still relatively limited. With Thus, literature Not yet capable explain in a way adequate mechanism causal link implementation of the KUBE Program with decline poverty, especially in areas that are still own level very high poverty like Regency Kebumen. Research gap the show that the effectiveness of the KUBE Program is still need evaluation based *outcome* and *impact* in order to known the extent of the program really contribute to subtraction poverty (Shelly Christiani Saputri et al., 2022).

This research aim evaluate impact Joint Business Group Program (KUBE) policy towards countermeasures poverty in the Regency Kebumen with use perspective policy evaluation. Analysis focused on relationships between program implementation, improvement capacity economy groups, sustainability business productive, and change welfare House ladder recipient benefits. Contribution theoretical study This is expand literature evaluation policy with explain connecting mechanism implementation of empowerment programs economy based group with *policy outcomes* and *policy impacts*. Contributions empirical study This is provide proof about effectiveness of the KUBE Program in the district with level poverty the highest in Central Java Province so that produce learning that can be used as base improvement policy countermeasures poverty at the level national and area.

2. Literature Review

2.1 Evaluation Policy and Response Poverty

Evaluation policy is one of the stages important in cycle policy public Because provide base empirical For evaluate to what extent a policy capable reach goals that have been set as well as produce expected changes for public targets. Evaluation No only functioning as instrument accountability government, but also as mechanism learning For repair quality future policies. Dunn (2018) define evaluation policy as a systematic process For evaluate value (worth), benefits (merit), and effectiveness something policy in reach goals that have been determined. With Thus, evaluation No stop at assessment to implementation program, but also strives explain connection between intervention policy with change condition social economic problems experienced by the group target.

One of principle fundamental in evaluation policy is differentiate between output, outcome, and impact. Outputs is results direct from program implementation, such as

amount groups formed, number recipient assistance, or magnitude assistance that has been distributed. Outcome describe change term short until medium experienced by the recipient benefits, for example improvement income, development business productive, or increasing participation society. Meanwhile that, impact show change term longer length wide, such as improvement welfare society, reduction level poverty, as well as increasing resilience economy House stairs that can associated with intervention policy (Dunn, 2018; OECD, 2021). Differences third draft the become important Because success program implementation not yet Of course reflect success policy in produce expected impact.

In context countermeasures poverty, evaluation policy need directed at achievement impact policy Because poverty is multidimensional phenomena that are not can explained only through indicator income. Sen (Utami et al., 2023) explain that poverty is limitations capability individual For operate function a life worth living, so success policy countermeasures poverty must measured from ability policy the in expand chance public For increase quality his life. In line with that, World Bank (2022) confirm that subtraction ongoing poverty need improvement capacity economy House stairs, reinforcement asset productive, expansion inclusion social, as well as improvement ability public in face risk economics. Perspective the show that evaluation policy countermeasures poverty must consider change condition economy and change capacity social public as indicator success policy.

Development literature evaluation policy show existence shift from implementation - oriented evaluation going to impact - oriented evaluation. Evaluation that only emphasize compliance administrative, realization budget, or program target achievement is (Aunchistha, 2025) confirm that evaluation policy public should more emphasize achievement outcomes and impacts compared to just measure efficiency administration. Therefore that, success a program does not Enough assessed based on the number aid distributed or amount recipient benefits, but must measured based on changes welfare society resulting from policy the.

Perspective evaluation policy it is very relevant in evaluate Joint Business Group Program (KUBE) as one of the policy empowerment economy poor communities in Indonesia. So far, the evaluation of the KUBE Program has been more Lots focus on aspects implementation, such as accuracy target recipient benefits, distribution process assistance, as well as implementation mentoring. Approach the give information about program implementation, but Not yet fully explain to what extent the KUBE Program is capable produce sustainable change to condition economy and welfare society. With Thus, evaluation of the KUBE Program requires an unbiased approach only evaluate success program implementation, but also evaluating impact policy to public recipient benefit.

2.2 Community-Based Economic Empowerment

Empowerment economy community - based economic empowerment is developing as one of the approach main in the coping strategy poverty Because put public as perpetrator main development, not just recipient help government approach This

leave from assumptions that poverty No only due to limitations source Power economy, but also by low capacity individuals and communities in access opportunity economy in a way sustainable. Chambers (1983) explain that community - oriented development must capable increase capacity local through strengthening knowledge, skills, access to source Power productive, as well as participation active public in every stages development. Perspective the show that success of empowerment programs No only determined by the size assistance provided, but also by ability public in manage source Power in a way independent and sustainable.

Approach based group become characteristics main in various empowerment programs economy Because believed capable strengthen capacity individual through mechanism learning collective, work the same, and mutual share source power. World Bank (2002) explain that community-driven development put public as actor main in the process of taking decision so that capable increasing the sense of ownership, accountability, and sustainability of the program. Through organization group, society No only get access to capital assistance, but also obtain chance For develop ability managerial, expanding network business, as well as strengthen trust between members. Therefore that, group become a media that allows the empowerment process occurs in a way more effective compared to an approach that only individual oriented.

Strengthening capacity economy is objective main from empowerment programs society. Narayan (W et al., 2021) state that empowerment economy No only related with improvement income, but also includes improvement ability public in access source Power productive, developing business, increase productivity, as well as expand chance economics. Perspective the show that improvement capacity economy is a process that is sustainable Because demand ability public For manage business in a way independent after intervention government ended. With Thus, the success of the empowerment program economy No can measured only from improvement income in term short, but also from ability public maintain activity economy productive in a way sustainable (Abrori & Hadi, 2020).

Sustainability business productive (sustainable productive enterprises) to become indicator important in evaluate effectiveness of empowerment programs economy. Many empowerment programs show improvement activity economy at the stage beginning implementation, but experience decline after help government finished given. Conditions the show that the success of the program is not only influenced by capital support, but also by capacity management business, access towards the market, ability adapt to change environment business, as well as sustainability mentoring. OECD (2023) emphasize that sustainability results policy is one of the indicator important in evaluate effectiveness intervention development Because show ability public For maintain benefits of the program in term long without over - dependence to help government.

Connection between empowerment economy and mitigation poverty nature causal. Empowerment economy increase capacity public For get income, strengthening asset productive, expanding access to opportunity economy, as well as increase ability House ladder in face risk economics. Sen (1999) explain that improvement capacity economy is part from expansion capability that allows public go out from trap poverty in a way

sustainable. In line with that, World Bank (2022) confirm that subtraction poverty No only determined by growth economy, but also by the ability House poor ladder for utilise opportunity available economy through improvement productivity and strengthening asset economy. With Thus, empowerment economy public become mechanism important thing that connects intervention policy with improvement welfare public (Rocca & Zielinski, 2022).

Group Program (KUBE) built on a paradigm empowerment economy based group said. Business capital assistance, mentoring, and strengthening organization group No only intended For increase income the poor, but also for build capacity capable economy endure in term long. Based on perspective said, research This evaluate the impact of the KUBE Program on condition economy public through change ability economy House stairs, development business productive, improvement income, and sustainability activity business as indicator main success of empowerment programs economy in support countermeasures poverty in the Regency Kebumen.

2.3 Social Capital and Relationships Social Capital and Community Relations

Social capital is one of the determining factors success of empowerment programs public Because influence ability individual For build Work same, mutual believe, and access source power available in community. Different with economic capital that is oriented towards ownership assets, social capital rooted in quality connection social enabling public do action collective in a way effective. Putnam (Nugroho & Numata, 2022) explain that social capital consists of on network social, norms together, and the trust that facilitates coordination as well as Work The same For reach objective together. Perspective the show that success an empowerment program No only influenced by the size help economy, but also by quality connection social development among member public.

Trust is element main in social capital formation Because become base for individual For Work The same in reach objective with Fukuyama state that level high confidence will lower cost transaction social, improving coordination, as well as strengthen ability group in manage various activity economy in a way collective. In the context of group business society, trust push member For share information, mutual help in face difficulty business, as well as committed to the rules that have been agreed together. On the other hand, the low level trust can trigger internal conflict, lowering participation members, and inhibit sustainability group.

Besides trust, norms shared norms play a role as mechanism social regulation behavior member group. Coleman (1988) explain that norm social form expectation together about rights, obligations and responsibilities answer every member so that create stability in connection social. Existence norms that are adhered to in a way collective push discipline, increasing sense of responsibility answer, and strengthen commitment member in reach objective organization. With Thus, the norm together No only functioning as rule social, but also as instruments that maintain sustainability Work The same in group (Syafri et al., 2020).

Network social networks expand ability public in get information, opportunities economy, as well as support social needs For develop business productive. Granovetter (1973) show that connection social, both in nature strong (strong ties) and weak (weak ties), giving access to source different power so that expand chance individual in increase welfare economy. In the empowerment program society, network social allows member group build connection with government, institutions finance, actors business, as well as other communities that can support sustainability business group. Therefore that, quality network social be one of influencing factors effectiveness of empowerment programs economy based group.

2.4 Capacity Institutional Capacity

Capacity institutional capacity is fundamental factors that determine effectiveness implementation policy public Because reflect ability something organization in manage source power, coordinate activities, as well as reach goals that have been set. In perspective institutional, success a program does not only influenced by design policy or size source allocated power, but also by the ability organization in translate policy become action effective collective. North (1990) explain that institutions is a set formal and informal rules that shape pattern interaction inter-actor so that influence behavior individual and organization. With Thus, the capacity institutional become prerequisite important for success various development programs based on participation public.

Capacity institutional No only related with structure organization, but also includes ability organization in operate functions managerial in a way effective. Grindle (1997) explain that capacity institutional covering ability organization in manage source power, develop leadership, building coordination, arranging mechanism taking decisions, and create capable system ensure sustainability organization. Organizations that have capacity institutional tall tend more adaptive in face change environment, capable finish internal conflict in general constructive, as well as more effective in reach objective together. On the contrary, weakness capacity institutional often causes low coordination, weak accountability, and the decline effectiveness program implementation.

Perspective capacity institutional it is very relevant in evaluate Joint Business Group Program (KUBE) because of this program built through organization communities that rely on Work The same between members in manage business productive. The success of the KUBE Program is not only determined by the size assistance received, but also by ability group in building governance effective organization, strengthening leadership, sharing role in a way clear, and create mechanism coordination and decision making participatory decisions (Riska, 2018). Based on the perspective said, research This evaluate the impact of the KUBE Program on strengthening institutional group through capacity leadership, governance effectiveness organization, coordination between members, mechanism taking decisions, and sustainability organization as indicator main effectiveness institutional in support countermeasures poverty in the Regency Kebumen (Baycan & Öner, 2023).

2.5 Entrepreneurship and Empowerment Community Economics (Entrepreneurship and Community Economic Empowerment)

Entrepreneurship is one of the main pillars in empowerment economy public. Because push individual For create mark plus through utilization opportunity available economy. In the context of development, entrepreneurship No only understood as activity establish business, but also as ability individual For identify opportunities, managing source power, innovation, and face uncertainty in activity economics. Schumpeter (1934) put entrepreneurship as a driving force development economy through an innovation process that produces combinations new in production, marketing, and organization business. Perspective the show that improvement welfare public No only depends on capital assistance, but also on capabilities public in develop activity productive and sustainable economy.

Development literature entrepreneurship show that success business influenced by a combination between source Power economy and characteristics entrepreneurship owned by the perpetrator business. Drucker (Ding & Devine, 2020) explain that entrepreneurship is discipline that can studied through the development process knowledge, skills, and abilities utilise opportunity. Therefore that, empowerment program public No Enough only give support financial, but also necessary strengthen capacity entrepreneurship through improvement ability managerial, management business, taking decisions and adaptation to change environment business. With Thus, entrepreneurship viewed as a learning process that allows public increase independence economy in a way sustainable (Cofré-bravo et al., 2019).

Spirit entrepreneurship reflected in motivation For trying, courage take measurable risk, ability innovate, and orientation to development business. Characteristics the allows perpetrator business endure face change market conditions at once create opportunity economy new. Hisrich, Peters, and Shepherd (2017) confirm that individuals who have orientation entrepreneurship tend more proactive in look for opportunities, more adaptive to changes, and more capable develop business in a way sustainable. In the context of public income low, spirit entrepreneurship become factor important thing that determines ability recipient benefit For change help government become activity productive and sustainable economy.

Literature development also shows that entrepreneurship own close relationship with countermeasures poverty. Yunus (Zusmelia et al., 2022) explain that development business productive based public capable increase income House stairs, expanding chance work, and strengthen independence economy poor people. However Thus, the increase welfare No solely determined by the availability of business capital, but also by the ability individual in manage business, expanding network marketing, utilizing innovation, and maintaining sustainability business. Therefore that, development entrepreneurship be one of bridging mechanism connection between empowerment programs economy with subtraction poverty.

Perspective entrepreneurship it is very relevant in evaluate Joint Business Group Program (KUBE) Because objective the main focus of this program No only give help

business to poor communities, but also build capacity capable entrepreneurship create independence economy. Capital assistance, mentoring, and activities group expected capable increase motivation effort, ability manage effort, courage face risks, as well as innovation in develop activity economy productive. Based on the perspective said, research This evaluate the impact of the KUBE Program on strengthening Spirit entrepreneurship public through change motivation effort, ability develop business, orientation innovation, courage take risk in a way rational, and committed to sustainability business as indicator main success empowerment economy in support countermeasures poverty in the Regency Kebumen.

2.6 Framework Research Analysis (Analytical Framework)

Evaluation policy in essence aim For evaluate to what extent a policy capable produce appropriate changes with goals that have been determined. In the context of the Joint Business Group Program (KUBE), the evaluation No only directed at aspects program implementation, but also on the impact policy impact produced to public recipient benefits. Perspective This in line with Dunn (2018) who emphasized that success policy public must measured based on changes conditions experienced by the group target, not only based on the implementation of the program or absorption budget. Therefore that, research This look at that the effectiveness of the KUBE Program must analyzed through mechanisms that explain How intervention policy produce change social and economic public.

Framework analytical study This built through synthesis four perspective theoretical that has been discussed in the sub-chapter previously. Perspective evaluation policy give base For evaluate impact policy to society. Perspective empowerment economy based public explain that improvement capacity economy is objective main from the empowerment program. Perspective social capital explain that connection strong social will strengthen effectiveness Work The same in group. Perspective capacity institutional show that organizations that have good governance more capable maintain program sustainability, while perspective entrepreneurship explain that change behavior economy public is factor important in create independence economy term long.

Based on synthesis said, research This look at that the impact of the KUBE Program on countermeasures poverty No happen in a way directly, but through four dimensions main mutual related. Dimension First is condition economy society, which reflects change income, development business productive, and improvement welfare economy House stairs. Dimensions second is connection social society, which describes strengthening trust, solidarity, participation, and work The same between members group as form strengthening social capital. Dimensions third is capacity KUBE institutions, which show ability organization in manage group through leadership, governance, coordination, and mechanisms taking effective decisions. Dimensions fourth is Spirit entrepreneurship society, which represents change motivation effort, ability develop effort, innovation, and courage take risk in a way rational.

Fourth dimensions the viewed as mechanism the main thing that explains success and failure of the KUBE Program in reach objective countermeasures poverty. Increase

condition economy without supported connection strong social potential produce business that does not sustainable. On the other hand, the relationship good social need support effective institutions to be able to produce action productive collective. At the same time, the capacity institutional will give more optimal impact if followed by increasing Spirit entrepreneurship public so that recipient benefit capable develop business in a way independent. With Thus, the success of the KUBE Program is not only determined by one dimensions, but is results interaction between aspect economic, social, institutional, and entrepreneurial in support subtraction poverty.



Figure 2. Kerangka Analitis Penelitian

2. METHOD

This research use approach quantitative with design survey evaluative (evaluative survey research) For evaluate the impact of the Joint Business Group Program (KUBE) on countermeasures poverty in the Regency Kebumen. Research design use approach one-group pretest-posttest, ie compare condition recipient benefit before and after follow the KUBE Program based on perception respondents. Approach This chosen Because allows researchers evaluate changes that occur as consequence from implementation policies on groups the same target (Saksela-Bergholm, 2020).

Evaluation in study This oriented towards policy impact evaluation, namely evaluate changes that occur in society recipient benefit as results from implementation of the KUBE Program. With Thus, research No only evaluate aspect program implementation, but also analyzing change condition economy, relations social, capacity institutions and spirit entrepreneurship as indicator success policy countermeasures poverty.

Research Location

The research was conducted in the Regency Kebumen, Central Java Province. Election location done in a way **purposive** with consider that Regency Kebumen is regency with level poverty the highest in Central Java Province based on data from the Central Statistics Agency Central Java Province. Conditions the make Regency Kebumen as relevant cases For evaluate effectiveness of the KUBE Program as one of the policy empowerment economy public in support poverty alleviation (Xu et al., 2021).

Population and Sample

Population study is all over public recipient benefits of the Joint Business Group Program (KUBE) for groups that become object research in the Regency Kebumen. Amount recipient benefits that meet criteria study as much as 28 respondents. Considering size relative population small, research This use technique total sampling (census sampling), so that all over member population made into respondents research. Approach This selected for evaluation capable describe condition all over recipient benefit without do taking sample.

Data Collection

Primary data was obtained through distribution questionnaire structured to all over recipient Benefits of the KUBE Program. Instruments study designed For measure perception respondents about condition **before** and **after** follow the KUBE Program on four dimensions evaluation, namely condition economy society, relationships social community, capacity institutional Joint Business Group (KUBE), and the spirit entrepreneurship public (irwan irwan Kolopaking et al., 2023).

Every dimensions measured use One question evaluative with scale evaluation **1–10**, where the higher value tall show conditions are getting worse good. Measurement done twice in One instruments, namely For describe condition before accept the KUBE Program (*pretest*) and conditions after receiving the KUBE Program (*posttest*). Approach This allows analysis change perception recipient benefit as base evaluation impact policy.

Secondary data obtained from the Central Statistics Agency Central Java Province, Social Services Regency Kebumen, KUBE Program documents, and various literature relevant scientific with evaluation policy and poverty alleviation.

3.5 Research Variables

This research evaluate impact of the KUBE Program through four dimensions main elements arranged based on synthesis theory evaluation policy, empowerment community, social capital, capacity institutional, and entrepreneurship (Ratten, 2020).

Table 3.1. Dimensions and Indicators Evaluation of the Joint Business Group (KUBE) Program

Dimensions Evaluation		Indicator Evaluation
Condition Economy	Community	Change level welfare economy after follow the KUBE Program
Connection Community	Social	Change quality connection social, trust, and work The same between members public
Capacity KUBE Institution		Change ability group in Work same, manage organization, and run activity group
Spirit Entrepreneurship	Community	Change motivation effort, ability develop effort and orientation entrepreneurship

3.6 Data Analysis

Research data analyzed use **analysis descriptive comparative** For compare condition respondents before and after participating in the Joint Business Group Program (KUBE). Analysis focused on comparison distribution scores and percentages answer respondents in four dimensions evaluation, namely condition economy society, relationships social, capacity institutions and spirit entrepreneurship. Analysis descriptive comparative used For identify pattern changes experienced by society recipient benefit after following the KUBE Program. Analysis results furthermore interpreted For evaluate level success implementation of the KUBE Program based on perception recipient benefit as well as formulate implications policy in support empowerment society and efforts subtraction poverty in the Regency Kebumen

3. RESULTS AND DISCUSSION

Overview of KUBE Implementation in Kebumen Regency

Group Program (KUBE) is one of the empowerment programs economy community developed by the Ministry of Social Affairs Republic of Indonesia for increase capacity economy House poverty ladder through development business productive based group. Regency Kebumen be one of area with coverage implementation of the KUBE Program is relatively large in Central Java Province, considering area This Still face level relative poverty tall compared to regency other.

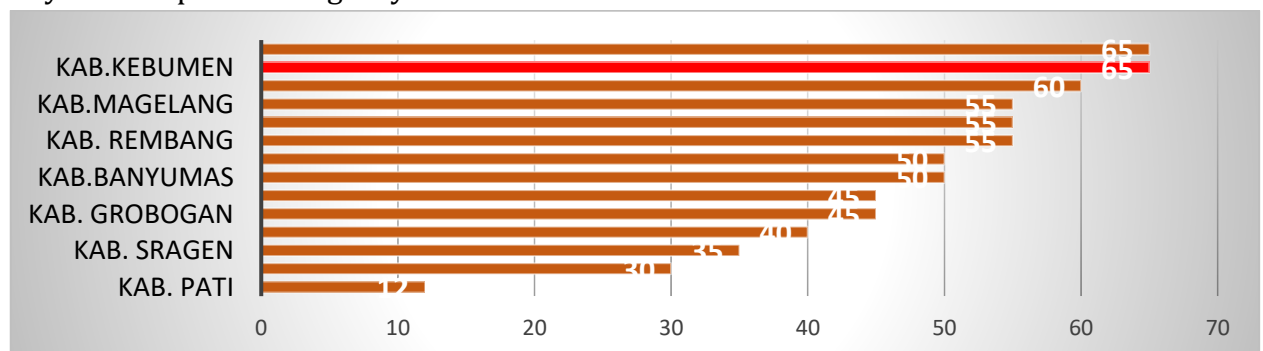


Figure 3. Number KUBE Recipients Based on Regions in Several Regency /City of Central Java Province

Picture show that Regency Kebumen own 65 groups KUBE Program recipients, the same number with Regency Klaten and is the highest in Central Java Province. Its size the scope of the program followed with allocation assistance which is also relative high. As shown in Figure 4.2, Regency Kebumen accept KUBE Program assistance amounting to Rp. 1.3 billion, more big compared to other districts that become location program implementation.

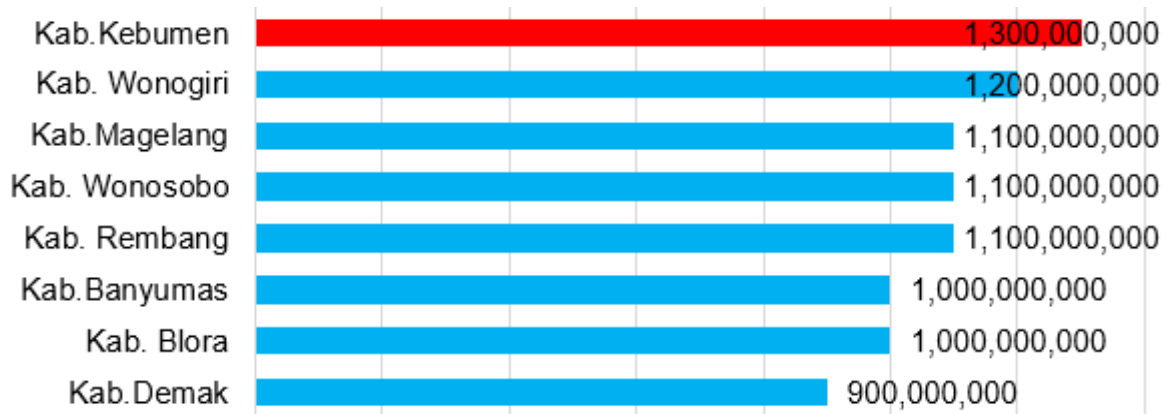


Figure 4. Number Reception KUBE Assistance in Several Districts /Cities in Central Java Province

Development level poverty Regency Kebumen during period 2020–2025 show trend decreased (Figure 4.3). Poverty rate recorded as big as 17.59% in 2020, an increase become 17.83% in 2021, then decrease in a way gradually become 16.41% in 2022, 16.34 % in 2023, 15.71 % in 2024, and 13.58 % in 2025. Although Thus, the Regency Kebumen Still including regency with level relative poverty high in Central Java Province.

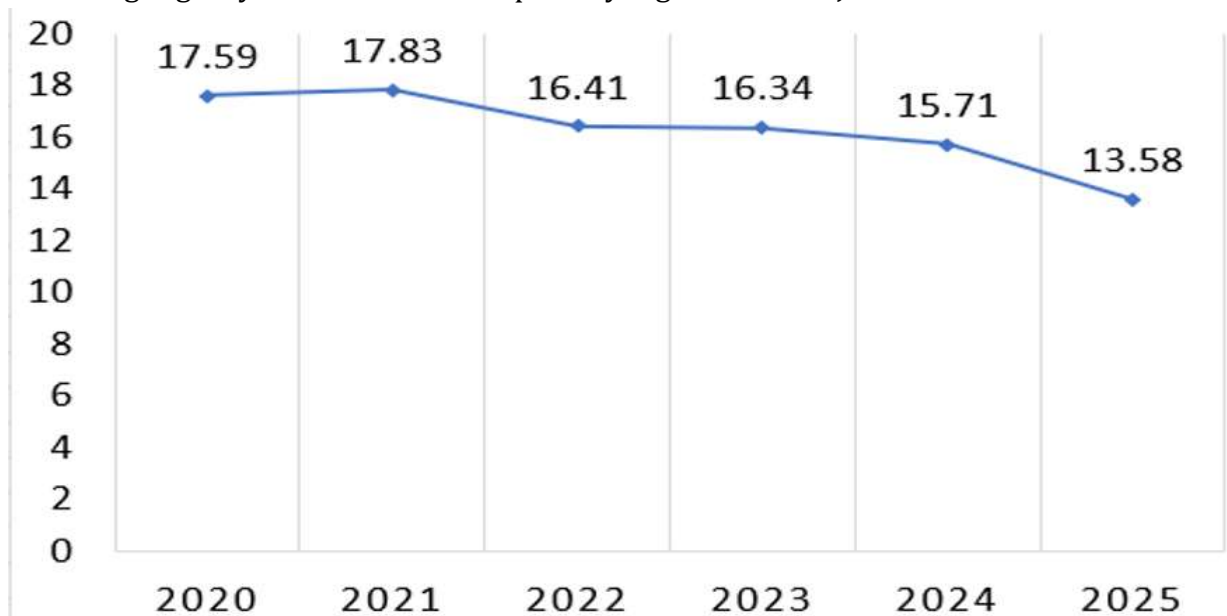


Figure 5. Percentage Level Poverty Regency Kebumen Central Java Province

The picture show that Regency Kebumen get coverage sufficient implementation of the KUBE Program big at a time Still face challenge significant poverty. Conditions the become context empirical For evaluate the impact of the KUBE Program on recipient benefits in aspects condition economy society, relationships social community, capacity institutional Joint Business Group (KUBE), and the spirit entrepreneurship society presented in the sub- chapter next.

4.2 Results of the Evaluation of KUBE's Impact on Community Economic Conditions

Evaluation the impact of the Joint Business Group Program (KUBE) on condition economy public done with request respondents give evaluation to level welfare family before and after follow the program using scale 1–10. Assessment results respondents presented in Figure

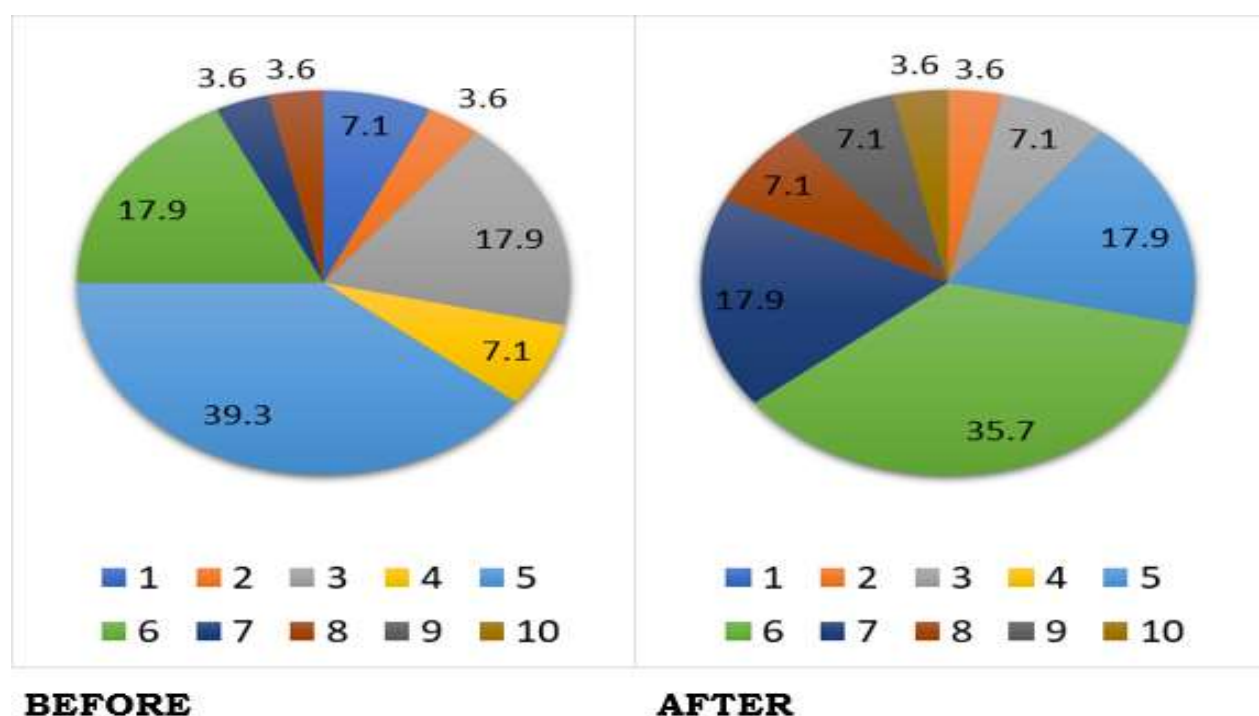


Figure 6. Assessment Results Aspect Welfare Community Respondents Before and After the KUBE Program was Implemented in the Regency Kebumen

Distribution image evaluation respondents show existence change after implementation of the KUBE Program. Before the program is implemented, an assessment respondents dominated by values 5 as big as 39.3%, followed by mark 3 and 6 which are each of 17.9%. Assessment in the category tall Still relatively limited, namely mark 7 and 8 each amount to 3.6%, while No there is respondents who provided mark 9 and 10.

After the KUBE Program was implemented, distribution evaluation shift to more categories high. Score 6 become the most categories given by respondents with percentage 35.7%, whereas mark 5 decrease become 17.9%. Percentage respondents who provided mark 7 increase become 17.9%, followed by mark 8 and 9 which are each as big as 7.1%, and start appear evaluation 10 as big as 3.6%. On the other hand, no there

is Again respondents who provided mark 1, while amount respondents who provided mark 3 also decreased compared to before program implementation.

In a way descriptive, results the show existence trend shift evaluation welfare public going to more categories tall after following the KUBE Program. Shift This seen from decrease proportion respondents in the category evaluation low and medium as well as increasing proportion respondents who provided assessment in more categories high. Findings the indicates that respondents feel existence repair condition welfare after get benefit from the KUBE Program.

4.3 Results of the Evaluation of KUBE's Impact on Community Social Relations

Evaluation to the impact of the Joint Business Group Program (KUBE) on aspects connection social public done through evaluation respondents to condition connection social before and after follow the program using scale 1–10. Assessment results respondents presented in

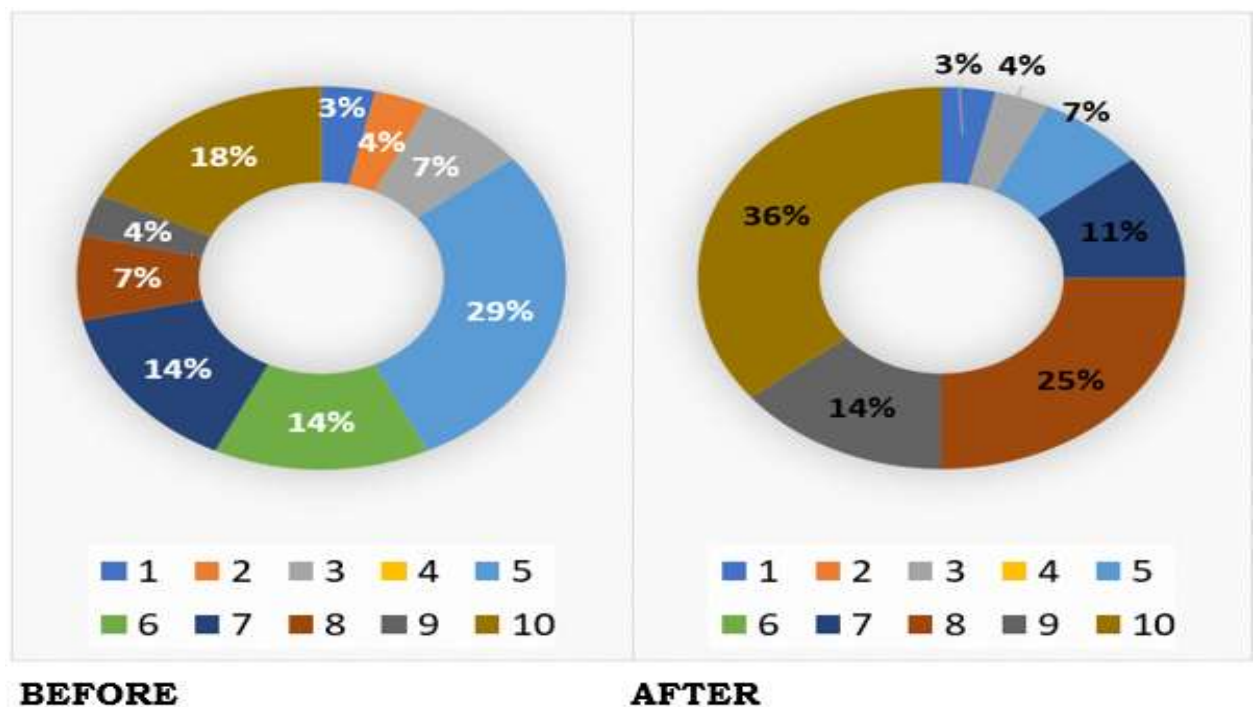


Figure 7. Assessment Results Aspect Connection Social Community Before and After the KUBE Program in the Regency Kebumen

Based on Figure 4.5, the distribution evaluation respondents before implementation of the KUBE Program shows that part big respondents give mark 5 as big as 28.6%, followed by mark 10 as big as 17.9%, and mark 6 and 7 which are each as big as 14.3%. Assessment in the category other is in the range 3.6%–7.1%, which shows that level connection social between respondents before still following the KUBE Program diverse (Jannah et al., 2023).

After the KUBE Program was implemented, distribution evaluation experience marked changes with increasing proportion respondents in the category more assessment high. Value 10 become the most categories given with percentage 35.7%, increased from 17.9% before program implementation. Judgment on value 8 also

increased become 25.0%, whereas mark 9 reach 14.3%. On the other hand, the proportion respondents who provided mark 5 decrease become 7.1%, and no there is Again respondents who provided mark 2, 4, and 6 after program implementation.

In a way descriptive, results the show existence shift distribution evaluation connection social going to more categories tall after implementation of the KUBE Program. Shift This reflected from increasing proportion respondents who provided assessment in category high, especially mark 8, 9, and 10, as well as decrease proportion assessment in category moderate. Findings the indicates that respondents feel existence improvement quality connection social after follow the KUBE Program.

4.4 Results of the Evaluation of KUBE's Impact on Institutional Capacity

Evaluation the impact of the Joint Business Group Program (KUBE) on capacity institutional done through evaluation respondents about importance Work The same in manage business group before and after follow the program. Assessment done use scale 1–10, with higher score tall show increasing perception positive to importance Work The same in support management business together. Assessment results respondents presented in **figure 3**

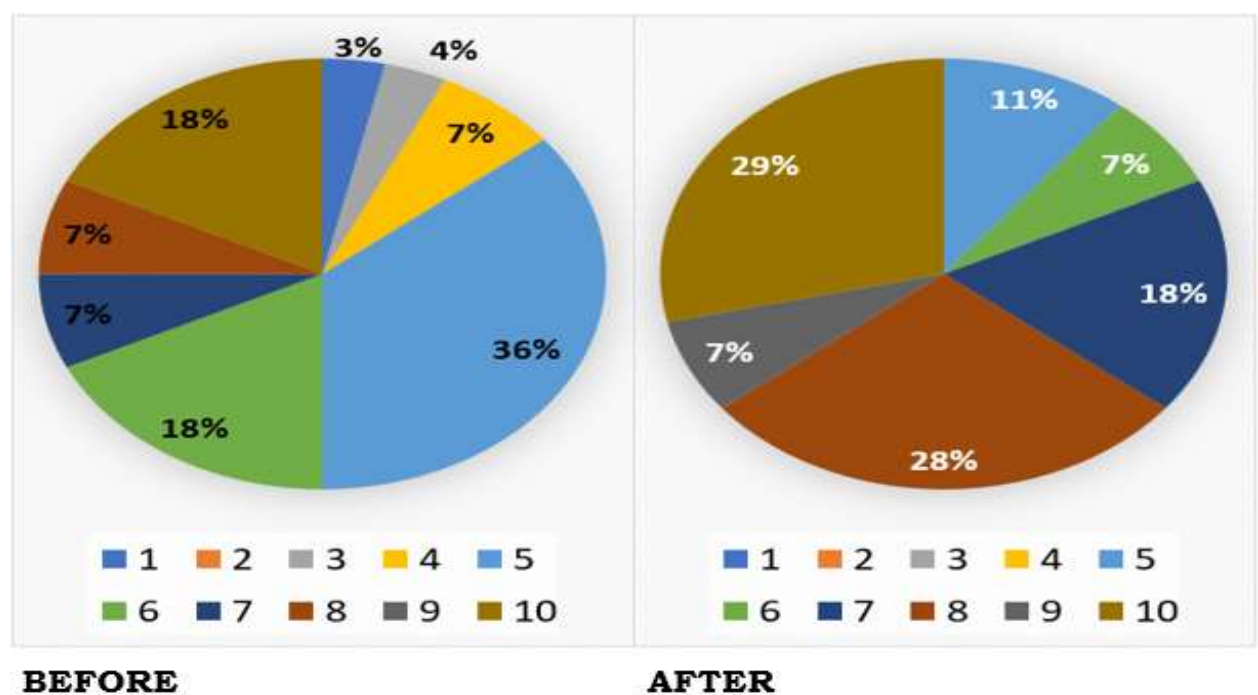


Figure 8. Assessment Results Aspect Capacity Institutional Before and After the KUBE Program in the Regency Kebumen

Based on Figure 4.6, the distribution evaluation respondents before implementation of the KUBE Program shows that part big respondents give mark 5 as big as 35.7%, followed by mark 6 as big as 17.9% and value 10 as big as 17.9%. Meanwhile that, the assessment in the category other Still relatively small, namely between 3.6% until 7.1%. Distribution the show that before following the KUBE Program, perception respondents about importance Work The same in management business Still dominated by categories currently.

After the KUBE Program was implemented, distribution evaluation experience marked changes with increasing proportion respondents in the category more

assessment high. Values 8 and 10 become the most categories selected, each amounting to 28.6%, followed by mark 7 as big as 17.9% as well as mark 9 as big as 7.1%. On the other hand, no there is Again respondents who provided assessment of value 1, 2, 3, and 4, whereas proportion respondents who provided mark 5 decrease become 10.7%.

In a way descriptive, results the show existence shift evaluation respondents going to more categories tall after following the KUBE Program. Shift This seen from increasing proportion assessment in category 7, 8, 9, and 10, as well as decline proportion assessment in category low and medium. Findings the indicates that respondents feel improvement capacity institutional groups, especially in understand importance Work The same as part from management business together after implementation of the KUBE Program.

4.5 Results of the Evaluation of KUBE's Impact on Community Entrepreneurship

Evaluation the impact of the Joint Business Group Program (KUBE) on Spirit entrepreneurship public done through evaluation respondents about level Spirit entrepreneurship before and after follow the program. Assessment use scale of 1-10, where a higher score is tall show level Spirit growing entrepreneurship good. Assessment results respondents presented in **the image**

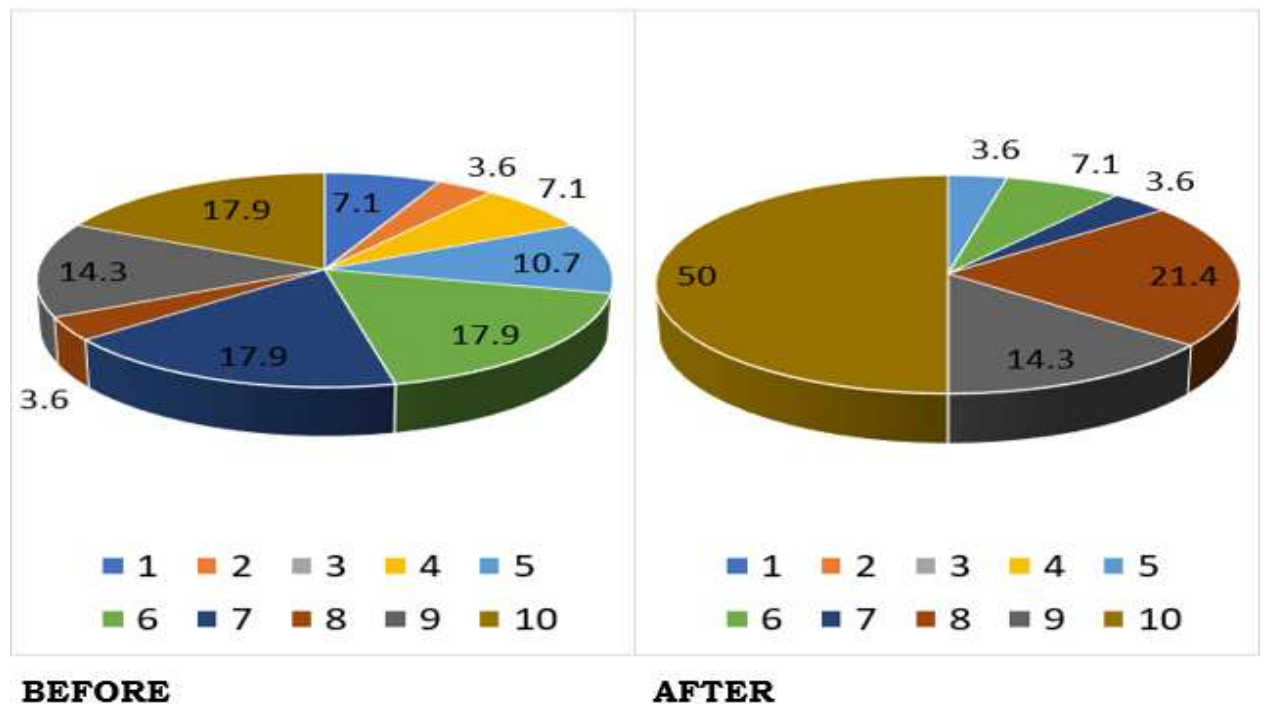


Figure 9. Assessment Results Aspect Spirit Entrepreneurship Before and After the KUBE Program in the Regency Kebumen

Based on the picture, distribution evaluation respondents before implementation of the KUBE Program shows that Spirit entrepreneurship public Still are at varying levels. The most assessments given to the value 6, 7, and 10, each of which is 17.9%, followed by mark 9 as big as 14.3% as well as mark 5 as big as 10.7%. Assessment in the category low, namely mark 1, 2, and 4, still found although with relative proportions small, each as big as 7.1%, 3.6%, and 7.1%.

After the KUBE Program was implemented, distribution evaluation show change going to more categories high. Value 10 become the most categories chosen with

percentage 50.0%, increased compared to before implementation of the program as large as 17.9%. Assessment on value 8 also increased become 21.4%, whereas mark 9 reach 14.3%. At the same time, no there is Again respondents who provided assessment of value 1 until 4, while proportion respondents who provided mark 5, 6, and 7 become more small compared to before program implementation.

In a way descriptive, results the show existence shift evaluation Spirit entrepreneurship going to more categories tall after implementation of the KUBE Program. Shift This reflected from increasing proportion respondents who provided assessment in category high, especially mark 8, 9, and 10, as well as disappearance assessment in category low. Findings the indicates that respondents feel improvement Spirit entrepreneurship after follow the KUBE Program.

5. Discussion

5.1 Policy Evaluation of KUBE in Improving Community Economic Conditions

Research result show that the Joint Business Group Program (KUBE) provides change positive to condition economy community in the Regency Kebumen. Shift evaluation respondents from category currently going to more categories tall after implementation of the program shows that public feel existence improvement welfare economy, although level perceived changes No fully the same throughout respondents.

Findings the in line with theory evaluation Dunn's policy (2018), which states that success policy public measured from the resulting impact to group target, not only from implementation of the program. Changes condition perceived economic impact respondents show that the KUBE Program has produce *policy impact* in increase welfare public recipient benefit (Wang et al., 2022).

Findings this also supports draft *community-based economic empowerment* as put forward by Chambers (Ekpoh & Edet, 2011) that empowerment economy through business productive based group capable increase capacity public in utilise source power possessed. In the context of Regency Kebumen, KUBE Program assistance provides chance for public For develop business productive so that contribute to improvement condition economy recipient benefit.

Research result This indicates that the effectiveness of the KUBE Program is not only determined by the provision help effort, but also by ability public in manage help the become activity productive and sustainable economy. Findings This strengthen the role of the KUBE Program as one of instrument empowerment economy in support effort subtraction poverty at the level local.

5.2 Strengthening Social Capital through the KUBE Program

Research result show that the Joint Business Group Program (KUBE) contributes to improvement connection social between members group. Shift evaluation respondents going to more categories tall after implementation of the program shows that interaction, communication, and work The same between members become more Good compared to before follow the KUBE Program.

Findings the in line with theory **social capital** proposed by Putnam (1993), who stated that trust, network social and norms Work The same is an important capital in increase effectiveness action collective society. Through activity business being run in a way together, the KUBE Program provides room for member group For build deeper relationship close and strengthen the feeling of mutual believe in reach objective together.

Coleman's (Rodriguez & Lieber, 2020) view also explains that social capital develop through ongoing interaction between members group so that capable strengthen coordination and work same. In context study this, improvement connection social show that the KUBE Program does not only give benefit economy, but also strengthens bond social that becomes foundation sustainability business group.

Findings This indicates that the success of the KUBE Program is not only determined by support financially, but also by the program's capabilities in building social capital among its members. Strengthening connection social the be one of supporting factors sustainability activity business and empowerment public in term long.

5.3 Institutional Capacity Development through the KUBE Program

Research result show that the Joint Business Group Program (KUBE) contributes to improvement capacity institutional group. Shift evaluation respondents going to more categories tall after implementation of the program shows existence improvement understanding about importance Work The same in manage business group. This indicates that KUBE members are increasing realize importance coordination, division roles and responsibilities answer together in support sustainability business.

Findings the in line with theory institutional capacity proposed by Grindle (1997), who stated that capacity institutional determined by ability organization in manage source power, building coordination, and achieving objective together in a way effective. Improvement understanding about importance Work The same show that the KUBE Program does not only give support economy, but also strengthens capacity organization group in operate activity business.

Ostrom's (1990) view also confirms that success management activity collective is greatly influenced by the existence of rule togetherness, communication, and commitment between members group. In the context of study this, increasing awareness respondents to importance Work The same reflect the more strong capacity KUBE institutions as receptacle empowerment public.

Findings This show that strengthening institutional is one of the factor important supporting the success of the KUBE Program. Therefore that, the sustainability of the program is not only need support capital, but also sustainable development For strengthen capacity organization and governance group business together.

5.4 Entrepreneurship Development through the KUBE Program

Research result show that the Joint Business Group Program (KUBE) contributes to improvement Spirit entrepreneurship society. Shift evaluation respondents going to more categories tall after implementation of the program shows that public own more motivation strong For develop business, take advantage of opportunity economy, and improve independence in operate activity productive.

Findings the in line with theory entrepreneurship as put forward by Schumpeter (Apriana et al., 2019) who stated that entrepreneurship is ability For create mark plus through innovation and utilization opportunity business. The KUBE program provides chance to public For develop business productive so that push growth Spirit entrepreneurship among recipient benefit.

view (1985) also explains that entrepreneurship No only related with ownership effort, but also with ability recognize opportunities and managing source Power in a way productive. In the context of study this, improvement Spirit entrepreneurship show that the KUBE Program is capable push change pattern think public from recipient help become perpetrator more effort independent.

Findings This indicates that development entrepreneurship is one of the results important from implementation of the KUBE Program. Therefore that, the success of the program is necessary supported with mentoring business, improvement capacity entrepreneurship, as well as strengthening market access to boost enthusiasm entrepreneurs who have formed can develop become sustainable business.

5.5 Integrated Discussion: Policy Implications of KUBE for Poverty Reduction

Research result show that the Joint Business Group Program (KUBE) provides impact positive to condition economy society, relationships social, capacity institutions and spirit entrepreneurship community in the Regency Kebumen. Fourth aspect the each other complete in support objective main KUBE Program as instrument empowerment society and reduction poverty. Findings This show that the success of the program is not only determined by the provision help economics, but also by programmability in strengthening social capital, institutions groups, and capacity entrepreneurship public.

Based on the assessment of 28 respondents, the level of success of the KUBE Program in aspects condition economy reach **71.4%**, relationship social **85.7%**, capacity institutional **89.3%**, and enthusiasm entrepreneurship **96.4%**. In general overall, average level success implementation of the KUBE Program achieved **85.7%**, which shows that part big respondents give evaluation positive to benefits of the program after implementation. Success rate highest contained in the aspect Spirit entrepreneurship, whereas aspect condition economy Still show relative achievement more low compared to three aspect other.

Findings the indicates that the KUBE Program has develop No only as an aid program economy, but also as a medium of empowerment capable society strengthen Work The same group, increase capacity institutional, and encourage growth Spirit entrepreneurship. Therefore that, the increase the effectiveness of the KUBE Program is necessary directed at strengthening mentoring business, improvement capacity institutional groups, as well as expansion access towards markets and resources capital so that the program benefits can be sustainable and provide more contributions big to subtraction poverty at the level local.

Table 2. Success Rate of KUBE Program Based on Assessment Respondents

Aspect Evaluation	Success Rate (%)
Condition economy public	71.4
Connection social public	85.7
Capacity institutional	89.3
Spirit entrepreneurship	96.4
Average Success Rate of KUBE Program	85.7

Note : Success rate calculated based on proportion respondents who provided evaluation positive (score 6–10) in each aspect after implementation of the KUBE Program.

Findings study This show that the Joint Business Group Program (KUBE) does not only contribute to improvement condition economy society, but also strengthens connection social, capacity institutions and spirit entrepreneurship public recipient benefits. Fourth aspect the each other complete in support effectiveness of the KUBE Program as instrument empowerment society and reduction poverty. Research results This confirm that success of empowerment programs No only determined by the size assistance provided, but also by the capabilities of the program within build capacity individuals and groups in a way sustainable. Findings the become base for compilation

conclusion study as well as recommendation policy For increase effectiveness implementation of the KUBE Program in the future.

4. CONCLUSION

This research aim evaluate impact implementation of the Joint Business Group (KUBE) Program for effort subtraction poverty in the Regency Kebumen through four dimensions evaluation, namely condition economy society, relationships social, capacity institutions and spirit entrepreneurship. Research results show that the KUBE Program provides impact positive throughout dimensions evaluated. Based on the assessment of 28 respondents, the average level of success implementation of the KUBE Program reached 85.7%, with achievements highest in aspect Spirit entrepreneurship, whereas aspect economy show relative achievement more low compared to three aspect other. Conditions This indicates that the benefits of the KUBE Program are greater fast felt in form improvement motivation entrepreneurship, strengthening connection social, and capacity institutional group. Meanwhile that, the increase condition economy need more time long Because influenced by developments effort, ability access to markets, availability of capital, and sustainability program assistance.

Findings study This confirm that success of the prevention program poverty need evaluated multidimensionally, so that evaluation No only focus on change condition economy society, but also includes strengthening connection social, capacity institutions and development entrepreneurship as interrelated factors support sustainability of the empowerment program. With Thus, research This expand perspective evaluation policy through an integrated approach dimensions economic, social, institutional, and entrepreneurial in evaluate effectiveness of the KUBE Program. The research results also show that the KUBE Program contributes in strengthen empowerment economy based public through improvement fourth dimensions which is important capital in support effort subtraction poverty in a way sustainable at the level area.

Implications policy from study This show that improvement the effectiveness of the KUBE Program requires strengthening system mentoring sustainable business, improvement capacity institutional group, development competence entrepreneurship, as well as expansion access towards markets, financing and networks partnership. These efforts expected capable speedup improvement condition economy public so that strengthening aspect social, institutional, and entrepreneurial that have formed can followed by an increase greater well- being real and sustainable.

This research own limitations Because conducted in one research area with amount relative respondents limited as well as use approach evaluation based on perception recipient benefits. Although Thus, research This serve proof empirical about effectiveness implementation of the KUBE Program in the Regency Kebumen through framework comprehensive evaluation. Framework evaluation the can implemented in a way consistent with research in other districts / cities so that produce series proof empirical that can compared to interregional approach the expected capable enrich study evaluation policy countermeasures poverty at a time become base in formulate

recommendation more policies contextual in accordance with characteristics of each region.

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