

## The Efforts of the Family Welfare Empowerment Driving Team in Increasing Entrepreneurial Motivation for Family Welfare Empowerment Cadres during the COVID-19 Pandemic

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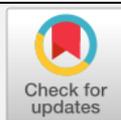
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### ARTICLE INFO

#### Publication Info:

Research Article



#### How to cite:

Juliasih, N., Nurhayati, S., & Rukanda, N. (2022). The Efforts of the Family Welfare Empowerment Driving Team in Increasing Entrepreneurial Motivation for Family Welfare Empowerment Cadres during the COVID-19 Pandemic. *Society*, 10(2), 534-545.

DOI: [10.33019/society.v10i2.396](https://doi.org/10.33019/society.v10i2.396)

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Received: September 22, 2022;

Accepted: December 16, 2022;

Published: December 30, 2022;

### ABSTRACT

*This study aims to examine the efforts of the Family Welfare Empowerment Team in increasing the entrepreneurial motivation of Family Welfare Empowerment cadres in Gadobangkong Village, Ngamprah District, West Bandung Regency. The research method uses a descriptive method with a qualitative approach. The research instruments used in data collection were observation, interviews, and documentation studies which were analyzed qualitatively. There were 10 (ten) research subjects, consisting of 1 (one) Head of the Family Welfare Empowerment Driving Team and 9 (nine) members of the Family Welfare Empowerment Driving Team. From the results of data analysis, it was found that the efforts made by the Family Welfare Empowerment Driving Team, namely 1) The Family Welfare Empowerment Driving Team provided entrepreneurship training to increase entrepreneurial motivation for Family Welfare Empowerment cadres through training as much as 80% 2) The inhibiting factors of the Family Welfare Empowerment Driving Team to increase entrepreneurial motivation Family Welfare Empowerment cadres, in general, are capital, individual will, inadequate infrastructure and time. 2) The assistance and guidance provided by the Family Welfare Empowerment Driving Team are still low due to time constraints and immature experience. The recommendation in this study is to hold further training with varied materials, which are more interesting, and bring in competent resource persons so that Family Welfare Empowerment cadres are more motivated in entrepreneurship.*

**Keywords:** Cadre; COVID-19 Pandemic; Entrepreneurial Motivation; Family Welfare Empowerment

## 1. Introduction

The development of the era at this time was very rapid, including Indonesia, which experienced this development so that it demanded active and productive human resources. The rapid development of this era must be balanced with the development of quality human resources. Society at this time is required to become human beings of higher quality and have extensive knowledge and qualified skills to be able to face future challenges, and for this reason, must prepare competent human resources both socially and professionally. [Rahardjo \(2010\)](#) expressed, "The quality of human resources is determined only by skills or physical strength, but also by education or levels of knowledge, experience or maturity and his attitude and his values." We can use the quality of human resources as a benchmark or comparison of talented resources. This benchmark can be used to determine a person's personal qualities and Family Welfare Empowerment cadres, as women today must be independent and not always depend on men. Women must also have skills that can help in family and community life. Especially during the COVID-19 pandemic, many husbands were laid off, did not have jobs, and became unemployed. A large number of unemployed, especially in the West Bandung area, is a matter of great regret. Problems that occur, such as the problem of unemployment and poverty in Indonesia, are still big problems that cannot be solved. As recorded in the 2019 BPS - Statistics Indonesia data for West Java Province, the number of unemployed people in West Bandung Regency is 30,211.

Unemployment resulting from the lack of skilled human resource skills is a problem for countries that need to be addressed as soon as possible so as not to hinder the progress of a region. The COVID-19 Pandemic period certainly impacted various parties, including the family economy. This pandemic has had many positive and negative impacts, but if we can see opportunities, this situation can create many business opportunities. There are restrictions on people's movement, with physical distancing rules limiting movement, but needs must still be met especially primary needs. This creates opportunities for entrepreneurship following developments in conditions. This is consistent with [Azwards](#), as cited in [Kusasih et al. \(2020\)](#), which states that "attitudes include economic opportunities and challenges, and perceived confidence, as well as contextual factors such as social support which have proven to have a significant effect on significant and positive towards entrepreneurial intention".

The implementation of regional autonomy in West Bandung aims to improve services to achieve community welfare, but it still faces various problems in this case. Various problems related to education, the economy, health, and so on require the same priority to be resolved. Improving services to achieve community welfare requires quality human resources, such as women. Women have a contribution to forming a family. In addition, women contribute to overcoming poverty through community activities such as the Family Welfare Empowerment Driving Team and Family Welfare Empowerment cadres, namely by having education and skills in the Family Welfare Empowerment program. The existence of Family Welfare Empowerment in West Bandung Regency is an active organization and contributes a lot to some communities in supporting the regional development process. The activities of the Family Welfare Empowerment Driving Team, as a movement from and by the community, are partners with the government in carrying out regional development. The movement pioneered by women has also been proven to support development through 10 main programs implemented. The Basic Program for Family Welfare Empowerment is "the appreciation and practice of Pancasila, cooperation, food, clothing, housing and household management, education and skills, health, development of cooperative life, environmental sustainability, and healthy planning" ([Hayati et al., 2017](#)).

Seeing the importance of improving the family economy during this pandemic, it is hoped that the Family Welfare Empowerment Driving Team can motivate female cadres to start entrepreneurship which can later help improve the family economy in particular and society in general. In theory, "there are five categories of human needs, namely: physiological needs, safety (security), social (affiliation), esteem (recognition), and self-actualization" (Sugita & Ansori, 2018). This motivation will encourage the creativity of the cadres in improving their skills. Following the opinion of Yacob et al. (2012), "The importance of motivation is always connected to give motivation itself. The involvement of the Family Welfare Empowerment Driving Team in the interest of cadres, especially in entrepreneurship, is highly expected.

On the other hand, if the Family Welfare Empowerment Driving Team does not care about the activities of its cadres, they usually become less enthusiastic about carrying out activities. This can be seen from the frequency of cadres not attending the planned activities. Family Welfare Empowerment cadres will have high interest if there is encouragement from themselves, the Family Welfare Empowerment Driving Team, Following the opinion of Gulo (2007), as cited in Lismayanti et al. (2021), that "motivation is a strong urge from within a person to do something in a certain way". In line with Rukanda et al. (2020), "motivation is the force that drives individuals to carry out activities to meet needs. Thus, everyone who will provide motivation must know and understand carefully the life background, needs, and personality of the person who will be motivated.

This research can analyze the efforts of the Family Welfare Empowerment Driving Team in motivating entrepreneurship for female cadres who aim to improve their skills. The Family Welfare Empowerment Driving Team motivates its cadres to become entrepreneurs to help increase family income and society. According to the Instruction of the President of the Republic of Indonesia No. 4 of 1995 (Sugita & Ansori, 2018), "Entrepreneurship is a person's spirit, attitude, behavior, and ability to handle businesses and or activities that lead to efforts to find, create, apply ways of working, technology, and new products by increasing efficiency to provide better service and/or obtain greater profit". An entrepreneur is a person who can create something new that takes time and effort or can create something different from what was there before. Entrepreneurship requires motivation, willingness and sincerity to live it. Without motivation and willingness, a business will not run well. Motivation is a very important factor in opening a business.

Based on the description above, it is deemed important to research the Family Welfare Empowerment Driving Team's efforts to increase the motivation of Family Welfare Empowerment cadres. The implementation of this study aims to analyze the efforts of the Family Welfare Empowerment Driving Team in increasing the entrepreneurial motivation of Family Welfare Empowerment cadres in Gadobangkong Village, Ngamprah Sub-district, West Bandung Regency.

## **2. Literature Review**

### **2.1. Family Welfare Empowerment Team**

The Family Welfare, Empowerment Driving Team, is Human Resources (HR) that has a dual function, namely as an employee and as a Family Welfare Empowerment cadre because most of the Family Welfare Empowerment Driving Teams at the village or sub-district level are mostly employees, housewives and so on. Despite having multiple roles, the responsibility that must be carried out is very large in assisting the government in development (Riana et al., 2014). The Family Welfare Empowerment and Empowerment Team is a partner of the government and community organizations that function as facilitators, planners, implementers,

controllers and movers at each level for implementing the Family Welfare Empowerment program. Members of the Family Welfare Empowerment Driving Team are members of the community, both men and women, voluntary individuals, do not represent organizations, groups, political parties, institutions or agencies and function as planners, implementers, or controllers of the Family Welfare Empowerment Movement.

## **2.2. Entrepreneurial Motivation**

Motivation comes from the word motive, which means the power within the individual that causes the individual to act or act. Motivation is the impetus in a person trying to make behavior changes that better meet their needs. In line with (Lismayanti et al., 2021), "motivation is a strong urge from within a person to do something in a certain way". The motivation of the Family Welfare Empowerment Cadres was driven by their courage to start entrepreneurship. Meanwhile, entrepreneurs can see and assess business opportunities and gather the necessary resources to take appropriate actions to achieve success (Al-Fittri et al., 2014). This motivation slightly eroded feelings of pessimism at the beginning in dealing with the COVID-19 pandemic. Family Welfare Empowerment Cadres realize that one of the opportunities to help families is to do their own thing independently, namely by entrepreneurship.

## **2.3. During the COVID-19 Pandemic**

A pandemic can be interpreted in general, namely as an event with a high incidence or prevalence rate, especially related to the time and scope of spread that is wide and very fast. COVID-19 is caused by the SARSCov-2 virus, which is a member of the Corona Virus family that causes the SARS and MERS pandemics (Aeni, 2021)

The COVID-19 Pandemic period that was experienced, especially in West Bandung Regency, impacted various sectors of people's lives. Not only the health and education sector but the economic sector is also a sector that has been quite badly affected (Aeni, 2021). The decline in economic growth is also followed by other economic impacts, such as unemployment and can trigger social aspects of society. Layoffs and unemployment have occurred due to much-hampered access to businesses and jobs due to the COVID-19 pandemic.

## **3. Research Methodology**

This study used a descriptive method with a qualitative approach. Sugiyono (2020, p. 18) states that the "Qualitative research method is a research method based on the philosophy of postpositivism, used to research on natural object conditions, (as opposed to experiments) where the researcher is the key instrument, data collection techniques are carried out by triangulation (combined), data analysis is inductive/qualitative, and the results of qualitative research emphasize meaning rather than generalization.

Descriptive research describes situations or events and the nature of certain populations or areas by seeking factual information, justifying circumstances, and making evaluations to obtain a clear picture. This study uses a qualitative approach. According to Bogdan and Taylor, as cited in Persada (2019), qualitative terminology is "a research procedure that produces descriptive data in the form of written or spoken words from observable people and actors."

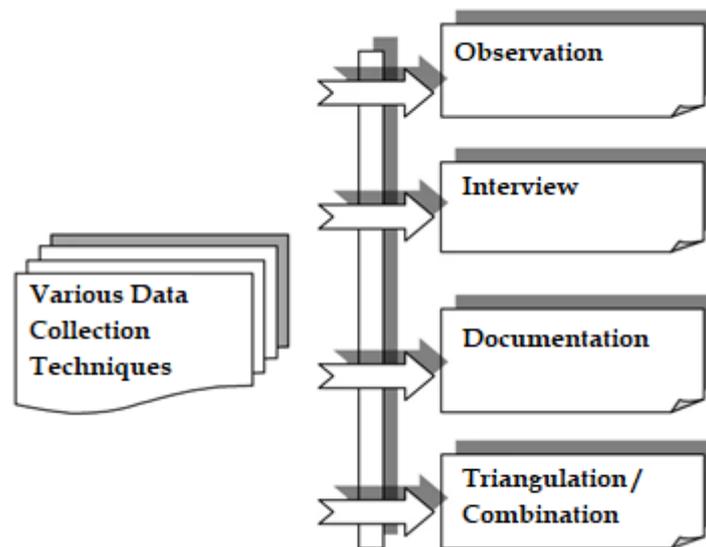


Figure 1. Various Data Collection Techniques

Source: Sugiyono, (2020, p. 297)

Data collection techniques using observation, interviews and documentation studies. What was observed was the activities of the Family Welfare Empowerment driving team to increase the motivation for entrepreneurship for Family Welfare Empowerment cadres. The documentation used is in the form of photo documentation and audio recordings. The research subjects interviewed were ten members of the Family Welfare Empowerment Team from Gadobangkong Village, Ngamprah Sub-district, West Bandung Regency.

Table 1. List of Research Subjects

No	Name	Position
1	DN	Head of the Gadobangkong Village Family Welfare Empowerment Team
2	ANW	Cadre
3	SM	Cadre
4	NS	Cadre
5	YS	Cadre
6	AW	Cadre
7	EN	Cadre
8	HN	Cadre
9	DS	Cadre
10	NN	Cadre

The data processing procedures used are data collection, reduction, presentation/display, and concluding the data obtained. Data analysis while in the field was carried out by reducing data or summarizing data and focusing on only important matters related to the problems being studied, namely related to the efforts of the Family Welfare Empowerment Driving Team in motivating entrepreneurship for Family Welfare Empowerment cadres.

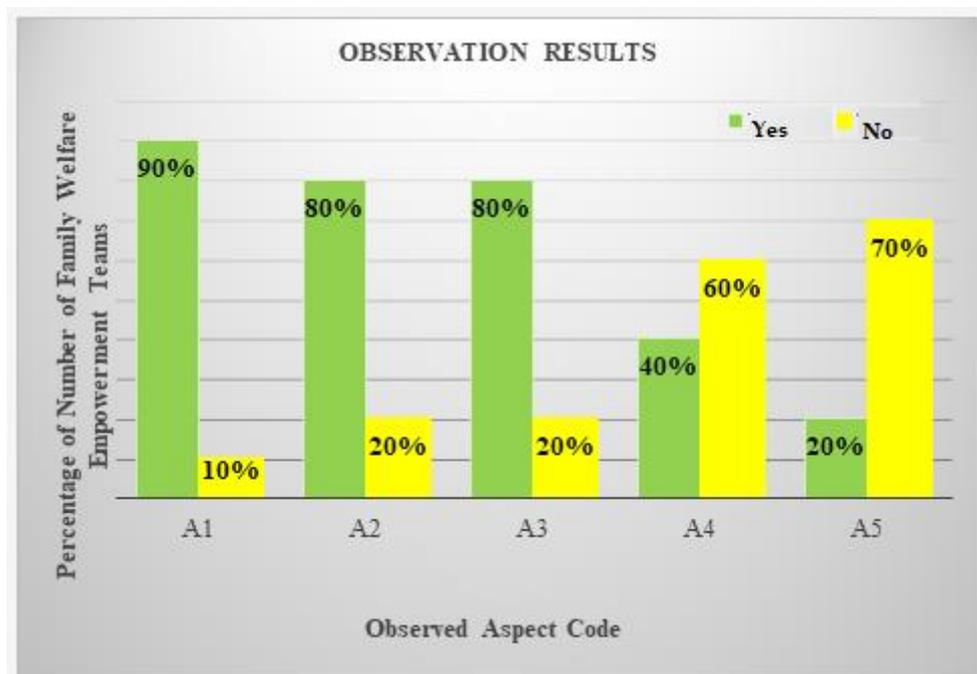
#### 4. Results and Discussion

##### 4.1. Results

Observations were made by researchers in the field on May 19 and 20, 2022. Researchers observed the activities of the Family Welfare Empowerment Driving Team. Researchers conducted observations of 10 members of the Family Welfare Empowerment Team in Gadobangkong Village, Ngamprah Sub-district, West Bandung Regency. The aspects observed are as follows:

**Table 2. Observation Guidelines**

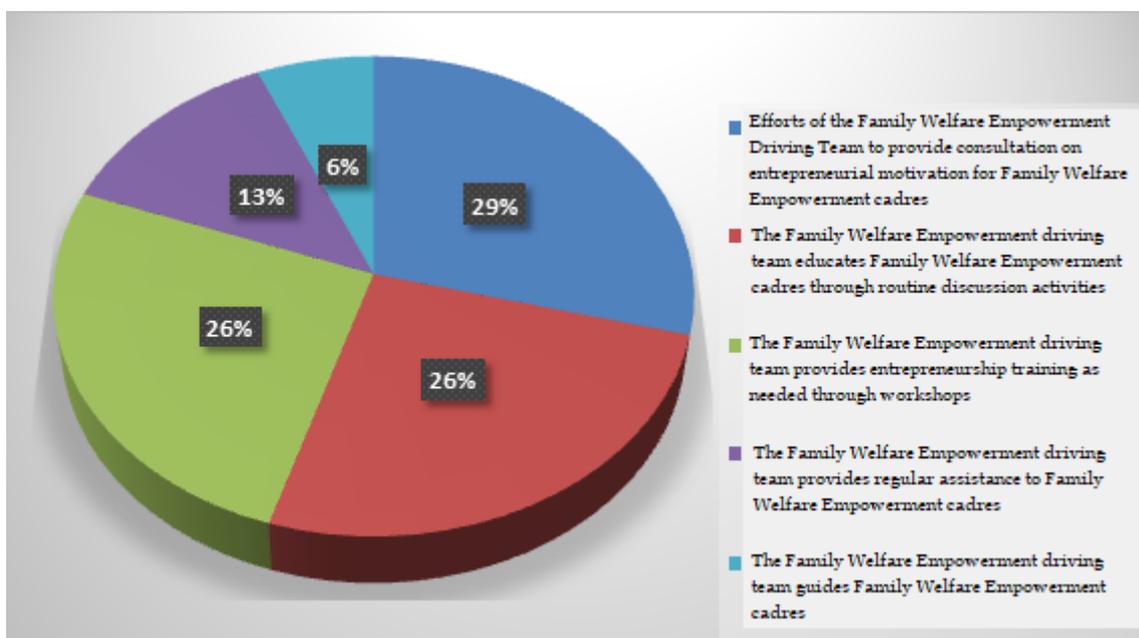
Aspect Code	Observed Aspects	Yes	No
A1	Efforts of the Family Welfare Empowerment Driving Team to provide consultation on entrepreneurial motivation for Family Welfare Empowerment cadres		
A2	The Family Welfare Empowerment driving team educates Family Welfare Empowerment cadres through routine discussion activities		
A3	The Family Welfare Empowerment driving team provides entrepreneurship training as needed through workshops		
A4	The Family Welfare Empowerment driving team provides regular assistance to Family Welfare Empowerment cadres		
A5	The Family Welfare Empowerment driving team guides Family Welfare Empowerment cadres		



**Figure 2. Observation Results**

Source: Primary Data (2022)

The results of observations of the efforts of the Family Welfare Empowerment Driving Team in motivating Family Welfare Empowerment cadres in Figure 1 shows that from the first aspect observed, 90% of the Family Welfare Empowerment Driving Team provided consultations about the entrepreneurial motivation of Family Welfare Empowerment cadres while 10% had not yet, for the second aspect the Family Welfare Empowerment Driving Team educates Family Welfare Empowerment cadres through routine discussion activities of 80%, and 20% have not conducted education for Family Welfare Empowerment cadres, for the 3rd aspect the Family Welfare Empowerment Driving Team provides entrepreneurship training as needed through workshops as much as 80%. The remaining 20% have not provided entrepreneurship training. The fourth aspect is that the Family Welfare Empowerment Driving Team provides routine assistance to Family Welfare Empowerment cadres by only 40%. In comparison, the other 60% do not provide routine assistance. The fifth aspect, The Family Welfare Empowerment Empowerment Team, guides Family Welfare Empowerment cadres by 20% and those who stated that they did not provide guidance, namely 70%.



**Figure 3. The Efforts of the Family Welfare Empowerment Driving Team in Motivating Cadres**

Source: Primary Data (2022)

In addition to observations in this study, interviews were conducted with the Family Welfare Empowerment driving team to find out the efforts made in motivating Family Welfare Empowerment cadres in increasing entrepreneurship. The interviews show that consulting service efforts carried out by the Family Welfare Empowerment Driving Team are broadly carried out directly. One of the things that were disclosed by the research subject, SM, stated:

*“Ya menurut saya, konsultasinya dengan komunikasi secara langsung pada saat praktek pengerjaannya dan bisa diluar itu juga”* (Yes, in my opinion, the consultation is by direct communication during the practice and can go beyond that) (Interview results on May 27, 2022)

Another interview result is how the Family Welfare Empowerment Driving Team carries out the entrepreneurship training for Family Welfare Empowerment cadres, namely the training carried out according to the geographical conditions of the local area so that the results of the training can be utilized optimally as conveyed by NN:

*“Ya, pelatihan biasa didesa pelatihan yang sudah dilaksanakan sih disesuaikan dengan kondisi geografis wilayah biar ada manfaatnya” (Yes, the usual training in the training village that has been carried out is adjusted to the area’s geographical conditions so that there are benefits) (Interview results on May 27, 2022)*

Another question regarding how the Family Welfare Empowerment driving team increases the motivation of Family Welfare Empowerment cadres in entrepreneurship is to bring in resource persons or experts in their field so that it is interesting, as expressed by AW:

*“Menurut saya upaya yang dilakukan untuk meningkatkan motivasi kader agar mau ikut berwirausaha ya dengan pelatihan, pelatihan yang di tampilkan langsung dari nara sumbernya atau ahlinya seperti pada pelatihan tanaman hias yang sudah dilaksanakan” (In my opinion, the efforts made to increase cadres’ motivation to participate in entrepreneurship are through training that is presented directly from the resource persons or experts, such as the ornamental plant training that has been carried out) (Interview results on May 27, 2022)*

The cadres looked enthusiastic and started following the results of the training at their respective homes to plant ornamental plants, and some have also started businesses. And other answers can be inferred from the answers of the Family Welfare Empowerment driving team, namely the training that is held according to the needs and variety, so it is interesting to follow.

The next question is about what the Family Welfare Empowerment Driving Team has carried out types of entrepreneurship training. The answers can be summarized: as Kur rope training, waste management, food processing training, and ornamental plant training. The many types of training are expected to increase the motivation of Family Welfare Empowerment Cadres in entrepreneurship.

In other interview questions regarding the inhibiting factors to increase the entrepreneurial motivation of Family Welfare Empowerment cadres, in general, the answer was that capital and time were not suitable as factors inhibiting the motivation of cadres in entrepreneurship as conveyed by the leader of the Family Welfare Empowerment driving team in his interview:

*DN : “Yang menghambat sih biasanya dana atau modal , serta waktu yang kurang tepat, tapi kami pun sebagai tim penggerak PKK selalu ingin mengusahakan yang terbaik” (DN: What hinders me is usually the funds or capital, as well as the wrong timing, but we, as the Family Welfare Empowerment driving team, always want to do our best) (Interview results on May 27, 2022)*

Opinions of other members of the Family Welfare Empowerment driving team as stated by EN, namely:

*“Yang bisa menghambat yaitu inisiatif dan motivasi diri dari kadernya itu sendiri yang kurang, mungkin karena kesibukan serta mungkin juga ya modal usaha juga yang tidak ada”* (What can hinder is the lack of initiative and self-motivation from the cadres themselves, maybe because of busyness and maybe there is also no business capital) (Interview results on May 27, 2022)

The next question related to efforts to solve the problem of the inhibiting factors included the efforts made by the Driving Team by making Corporate Social Responsibility (CSR) proposals to companies in the nearest area that wanted to help with venture capital and from other companies, as what had been received was from assistance PT Ultrajaya Tbk, in the form of business capital. In addition to the inhibiting factors, there are also supporting factors to increase the entrepreneurial motivation of Family Welfare Empowerment cadres, namely capital, facilities and infrastructure. Because according to them, capital is very important and can motivate early implementation.

In another interview question, namely, how the response of the Family Welfare Empowerment Empowerment cadres to the training held has been able to increase the entrepreneurial motivation of the Family Welfare Empowerment Empowerment cadres, it can be concluded that the response of the Family Welfare Empowerment Empowerment cadres is positive, very enthusiastic, the response is good. However, there is still an indifferent response from this Family Welfare Empowerment cadre.

The next question relates to mentoring and coaching after the training has not been carried out optimally due to time constraints and immature experience. Then in coaching in interviews, it can be concluded that it cannot be carried out due to time problems and limitations of the Family Welfare Empowerment driving team. Then many of the programs implemented so far only extend to training and have not been followed up.

## 4.2. Discussion

Entrepreneurship training can increase participants' knowledge, attitudes and skills in developing their businesses. In contrast, beginners or people who do not have a business can open their horizons and have skills in opening up the field of business they are interested in. Following the opinion by Chaerudin (2019) that “training is a process to acquire capabilities in helping achieve individual and organizational goals. Training programs provide specific and identifiable knowledge and skills in actual work” (Liliana & Kurnaningsih, 2020).

From the results of the study, it can be seen that the efforts of the Family Welfare Empowerment Driving Team in motivating Family Welfare Empowerment cadres are the most appropriate to do is face to face in training activities. Training activities that have been carried out quite often are carried out in the Family Welfare Empowerment program in this Gadobangkong village. The types of training that are carried out quite often are adjusted to the conditions of the local area and needs. This is in line with the theory of the hierarchy of needs. The hierarchy of human needs can be used to describe and predict their motivation (Sugita & Ansori, 2018) so that the training carried out is adjusted to the needs it will be more useful and can motivate especially Family Welfare Empowerment Cadres and society in general in entrepreneurship.

The types of training that have been carried out are training in Kur rope, ornamental plants, food processing, and sewing, which is very beneficial for the community. The training that is often carried out has not been able to increase the motivation of Family Welfare Empowerment

cadres because many factors hinder it. The lack of business capital and inappropriate time are the inhibiting factors to increase the entrepreneurial motivation of Family Welfare Empowerment Empowerment Empowerment cadres in broad outline answer. Other factors are initiative, self-motivation from the cadres themselves, and motivation from outside. According to Nurhayati (2018), “motivation comes from two sides. The first, motivation comes from oneself, referred to as self-motivation (inner motivation). Second, motivation comes from around us. It can come from parents and family members in a family environment and friends when we are with friends. What is certain is that motivation comes from leadership (motivation from direct leaders) when we are in a work environment because motivation is one of the duties of a leader”.

Efforts to solve the problem of inhibiting factors include the efforts made by the Driving Team by submitting a Corporate Social Responsibility (CSR) proposal. In general, CSR can be interpreted as the responsibility of a profit company/institution to the community around its operational area (Erfit, 2017).

CSR programs have been implemented for companies in the nearest area that want to help with venture capital and from other companies, such as those that have received from PT Ultrajaya Tbk’s assistance, namely business capital. This CSR program departs from the obligation of State-owned enterprises to set aside a portion of profits for community empowerment through the Partnership and Community Development Program following the Decree of the Minister of State-Owned Enterprises number 236 of 2003. This CSR program is also required for state-owned and private companies following the Law of the Republic of Indonesia Number 40 of 2007 regarding Limited Liability Companies in article 74, the existence of social responsibility for the company. Private companies must also carry out social responsibility by distributing CSR funds considering companies’ use of natural resources. Even if they do not carry them out, they will be subject to sanctions (Erfit, 2017).

In addition to the inhibiting factors, there are also supporting factors to increase the entrepreneurial motivation of Family Welfare Empowerment cadres, namely the availability of business capital and individual willingness to do business and the facilities and infrastructure needed. Following the opinion, “capital is a very important element in various activities carried out (Rizal et al., 2016). Apart from capital, another very important element is the willingness of the individual himself to have personal dreams, according to the opinion that high levels of entrepreneurial motivation will be influenced by personal dreams (Mahardika et al., 2019).

## 5. Conclusion

From the study results, it can be concluded that the efforts of the Family Welfare Empowerment Driving Team in motivating Family Welfare Empowerment cadres are the most appropriate to do directly or face to face. The efforts of the Family Welfare Empowerment Driving Team in increasing the motivation of Family Welfare Empowerment cadres, namely by holding diverse training and bringing competent speakers in their fields. Although there are still inhibiting factors in efforts to increase the entrepreneurial motivation of Family Welfare Empowerment cadres, in general, there is no business capital, individual will, inappropriate facilities and infrastructure and time. However, this did not become an obstacle for the Family Welfare Empowerment Team. Efforts were made to solve this problem, including submitting a Corporate Social Responsibility (CSR) proposal to private companies around the local area to be able to help with capital. At the same time, the matter of time is adjusted to conditions. In mentoring and coaching, this is still low because the assistance provided by the Family Welfare Empowerment Driving Team is still low. This is due to time constraints and immature

experience.

Given that the efforts of the Family Welfare Empowerment Driving Team to increase the motivation of Family Welfare Empowerment cadres are not easy, it requires increasing the knowledge and skills of its members in all aspects. It is felt that there is a need for more interesting follow-up training, bringing in public sources, viral figures/influencers success so that Family Welfare Empowerment cadres are more motivated in entrepreneurship as well as providing serious assistance and coaching by the Family Welfare Empowerment Driving Team so that the entrepreneurial motivation of Family Welfare Empowerment cadres increases.

## 6. Acknowledgment

The author would like to thank those willing to cooperate profusely during this research.

## 7. Declaration of Conflicting Interests

The authors have declared no potential conflicts of interest concerning this article's research, authorship, and/or publication.

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