

# Optimizing Human Resource Management Strategy in Improving Food Security Programs

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## Abstract

This study investigates optimizing human resource management (HRM) strategies to strengthen food security programs through localized institutional efforts, focusing on the Village-Owned Enterprise (BUMDes) Sumber Rezeki in Kota Raya Village, Rokan Hulu Regency. Despite Indonesia's abundant natural resources, rural areas face systemic socio-economic challenges that hinder food security initiatives. This research applies a qualitative descriptive approach, utilizing in-depth interviews, direct observations, and document analysis. Internal and external factor evaluations were conducted using IFAS and EFAS matrices and a SWOT analysis to identify strategic priorities. Results indicate that BUMDes Sumber Rezeki holds moderate internal strength (IFAS score: 2.78) and faces a balanced external environment (EFAS score: 2.78), positioning it within the Growth Strategy quadrant. Key strengths include funding capacity, community engagement, and access to training. Strategic recommendations involve intensifying HR development, enhancing administrative systems, and fostering transparent governance to leverage external collaborations. Addressing internal weaknesses and mitigating external threats such as climate change and limited budgets is essential for building a resilient and sustainable rural food security model. The findings contribute to the discourse on micro-institutional HRM strategies and their role in advancing food security in developing contexts.

**Keywords:** Food security, human resource management, rural development, strategic planning, SWOT analysis.



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## INTRODUCTION

Indonesia is endowed with abundant natural resources; however, the country continues to face persistent socio-economic challenges, including poverty, limited employment opportunities, economic disparity, and inadequate educational standards. These factors hinder efforts aimed at improving community welfare. Achieving national development goals—particularly those aligned with social justice and public prosperity—requires the active involvement of both governmental and economic sectors (Herjito & Setiawan, 2021). Within this context, sustainable development and the implementation of effective human resource management (HRM) strategies are fundamental for addressing globalization and the intensifying pressures of international economic competition (Halawa et al., 2024). Human capital remains a central pillar in these processes (Fitri Anggreani, 2021; Iskandar, 2018).

One of the government's strategic approaches to development has been the empowerment of rural communities to strengthen the local economy (Budiarti et al., 2021). This initiative targets improvements in productivity, infrastructure, and the diversification of rural enterprises while also fostering institutional capacity along the production chain. At the village level, the strategic management of human resources is a vital determinant of sustainable and competitive economic growth (Triyo et al., 2020). HRM should not be viewed merely as a set of administrative techniques, but rather as a dynamic, strategic process that requires alignment with broader development goals (Mardiansyah et al., 2023). In fact, the performance of human resources continues to draw considerable attention from scholars and practitioners alike (Pinning, 2024).

To support national development priorities, the Indonesian government has implemented a range of preventive and strategic actions to ensure food security through inter-institutional coordination (Rozaki, 2021). Food security is a key element of national policy, given that food availability and stability are closely linked to public welfare and political stability (Amalia et al., 2022). While the primary food production sector remains essential, one of the enduring obstacles to improving food security lies in the ineffective management of human resources in rural areas.

Challenges in rural HRM include low educational attainment, insufficient access to training and skills development programs, weak performance appraisal systems, and limited appreciation of innovation, particularly in agriculture and food-related sectors (Isnaini & Affiani, 2019). Addressing these issues requires the adoption of comprehensive and strategic HRM frameworks (Tanova & Bayighomog, 2022). One such effort by the government is the establishment of Village-Owned Enterprises (BUMDes), which function as localized institutions aimed at enhancing human resource capacity to support food security initiatives. These entities are expected to contribute to village-level food self-sufficiency and minimize the social risks associated with unequal access to food (Rhofita, 2022).

This study specifically investigates HRM strategies at BUMDes Sumber Rezeki in Kota Raya Village, Rokan Hulu Regency. This BUMDes demonstrates substantial potential within the food sector, supported by its various business units such as fertilizer distribution, land management, and crop marketing. Nonetheless, it faces considerable constraints, including limited human capital competencies, weak work motivation, and the absence of structured HR development strategies. Through this research, the aim is to identify and recommend effective

HRM strategies that can improve food security outcomes in the village context. Given the growing national and global attention to food resilience amid environmental and economic uncertainties, optimizing rural human resources through localized institutions like BUMDes represents an urgent and strategic necessity. Moreover, this research introduces a novel perspective by integrating human resource development frameworks with food security policy implementation at the micro-institutional level, which has received limited scholarly attention in the Indonesian context. Accordingly, the findings of this study are expected to provide valuable input for policymaking related to BUMDes development and contribute to broader efforts aimed at strengthening national food security.

## **METHOD**

This research was conducted at the Village-Owned Enterprise (BUMDes) Sumber Rezeki located in Kota Raya Village, Rokan Hulu Regency. The aim of this study is to explore and analyze the strategies for optimal human resource (HR) management in improving food security programs at BUMDes Sumber Rezeki. To achieve this objective, the research was carried out through several stages, including in-depth interviews with informants who are directly related to the issues being studied. The interviews were conducted with relevant parties, including BUMDes managers and other stakeholders who have a deep understanding of food security issues and human resource management in the village. In addition, the study also employed direct observation and documentation techniques to obtain valid and comprehensive data about the existing conditions on the ground (Sugiyono, 2018).

The analytical method used in this research is a qualitative descriptive approach, with data processing through internal and external factor analysis using the IFAS (Internal Factors Analysis Summary) and EFAS (External Factors Analysis Summary) matrices. The IFAS analysis aims to identify internal factors that represent strengths to be leveraged and weaknesses that need to be addressed. The assessment of these internal factors is carried out using a matrix that evaluates strengths and weaknesses based on their impact weights and rankings. Meanwhile, the EFAS analysis is conducted to identify external factors, such as opportunities and threats in the surrounding environment of BUMDes, with the goal of understanding which external factors can be utilized and which threats should be avoided. Based on the results of the IFAS and EFAS analyses, a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis is used to formulate relevant development strategies. These strategies are then formulated by utilizing strengths to seize opportunities and minimizing weaknesses to address threats, as outlined in the SWOT matrix adapted from (Andika, 2021).

In this research, the evaluation of each factor is done by assigning a rating based on the positive or negative impact that strength, weakness, opportunity, and threat factors bring (Rangkuti, 2018). For strength and opportunity factors, the rating is done on a scale from 1 to 4, with 1 indicating a very small positive impact and 4 indicating a very large positive impact. For weakness and threat factors, ratings are given on a similar scale, with 1 indicating a very large negative impact and 4 indicating a very small negative impact. The data obtained is then used to formulate strategies expected to improve BUMDes Sumber Rezeki's performance in managing food security optimally. This method aims to provide a comprehensive picture of the internal and

external conditions affecting HR management and to formulate strategic actions that can be taken to achieve better food security goals (Nurinaya & Arfianti, 2021).

**RESULTS AND DISCUSSION**

SWOT analysis is a tool used to systematically identify the factors that shape and help formulate a company's strategy. This approach is divided into strengths, opportunities, weaknesses, and threats. In short, SWOT analysis is applied by reviewing and sorting the elements that influence the four aspects so that the results of this analysis can be the basis for strategic planning, which is based on an evaluation of effective human resource management in improving food security programs at Bumdes Sumber Rezeki. The findings from the interview show the strengths, weaknesses, opportunities, and threats faced by Bumdes Sumber Rezeki in Kota Raya Village, as follows.

**Table 1. Matrix Internal Strategy Factor Analysis Summary (IFAS)**

Internal Strategy Factors		Weight	Rating	Weight X Rating	Comments
<b>Strength:</b>					
The workforce comes from residents		0.07	2	0.14	BUMDes Sumber Rezeki's workforce comes from local village residents who better understand environmental conditions and work culture
Continuous training	HR	0.10	2	0.20	Continuous training of BUMDes Sumber Rezeki HR can improve workforce competency, strengthen BUMDes competitiveness, and ensure the sustainability of food security programs
Transparent and accountable work system	and work	0.10	3	0.30	With a transparent and accountable work system, BUMDes Sumber Rezeki can increase work efficiency, build public trust, and ensure that every program, including food security, can run optimally
More efficient work system competency		0.08	3	0.24	With more efficient work system competency, BUMDes Sumber Rezeki can optimize HR management, improve the results of food security

Internal Strategy Factors	Weight	Rating	Weight X Rating	Comments
Supportive funding system	0.15	4	0.60	programs, and create a more productive and competitive work environment The existence of supporting funding in each Business Unit at BUMDes Sumber Rezeki can be more flexible in running and developing food security programs
<b>Sub Total</b>	<b>0.50</b>		<b>1.48</b>	
<b>Weaknesses:</b>				
Coordination between teams is not optimal	0.10	2	0.20	Lack of good communication between business units often causes misunderstandings in the division of tasks, overlapping work, and delays in decision-making
Lack of motivation between BUMDes Sumber Rezeki business units	0.15	3	0.45	When the work spirit between business units is low, it results in decreased operational effectiveness, suboptimal productivity, and limited innovation in business management.
Administrative reporting constraints	0.05	3	0.15	Poorly organized reporting can lead to errors in financial recording, delays in decision-making, and difficulties in evaluating the overall food security program
Financial management is not optimal	0.10	2	0.20	Ineffective financial management can cause an imbalance between income and expenses and a lack of funds for business development.
Lack of understanding of the importance of sustainable agriculture	0.10	3	0.30	Without an adequate understanding of sustainable agriculture, agricultural practices can tend to focus on short-term

Internal Strategy Factors	Weight	Rating	Weight X Rating	Comments
				results while ignoring long-term impacts
Sub Total	0.50		1.30	
Total	1.00		2.78	

The Internal Factor Analysis Summary (IFAS) matrix, as shown in Table 1 above, reveals that BUMDes Sumber Rezeki possesses several internal strengths that can be strategically leveraged to support food security programs, resulting in a total weighted score of 2.78, which reflects a moderately strong internal condition. Among the most influential strengths are the supportive funding system (0.60) and the transparent and accountable work system (0.30), both of which significantly contribute to enhancing program efficiency, public trust, and sustainable operations. Additionally, the presence of a locally-sourced workforce and ongoing HR training foster a culturally adaptive and competency-driven environment.

However, weaknesses such as suboptimal inter-unit coordination (0.20), low work motivation (0.45), and ineffective financial management (0.20) still hinder the optimization of internal potential. These internal gaps, if not addressed, may compromise the effectiveness of food security initiatives. Therefore, while the internal environment shows promise, targeted improvements in coordination, motivation, and administrative capacity are essential to fully harness the strengths of BUMDes Sumber Rezeki in achieving long-term food security goals.

**Table 2. Matrix Eksternal Strategy Factor Analysis Summary (EFAS)**

External Strategy Factors	Weight	Rating	Weight X Rating	Comments
<b>Opportunities</b>				
Training from the Village Government to improve food security programs	0.07	2	0.14	Training can provide new knowledge and skills to BUMDes Sumber Rezeki managers regarding more efficient, environmentally friendly agricultural techniques and increasing the added value of farm products
Support from the Village Community	0.08	3	0.24	Without active participation from the village community, the food security program will have difficulty developing. The village community supports providing labour energy and counselling; this will accelerate the

External Strategy Factors		Weight	Rating	Weight X Rating	Comments
Government support	funding	0.15	4	0.60	achievement of food security goals Government funding is significant and can help BUMDes Sumber Rezeki to start or expand its business and support HR training and development
Administrative training	reporting	0.10	2	0.20	Administrative reporting training is essential because the administrative staff at the village level can understand the principles of accountability, transparency, and order when recording the operational and financial reports of BUMDes Sumber Rezeki
Training from the Community Empowerment Service		0.07	2	0.14	This training provides knowledge on managing Natural Resources more wisely, improving skills in the fields of plantations and agriculture, and gaining insight into the importance of sustainability in the food sector
<b>Sub Total</b>		<b>0.50</b>		<b>1.48</b>	
<b>Threats:</b>					
Low competitiveness	wage	0.15	3	0.45	Low wages can lead to a lack of motivation and productivity in the workforce and hurt business sustainability
The workforce lacks government motivation		0.10	2	0.20	Without government support and encouragement, workers feel unappreciated or unincited to work harder and innovate
Budget constraints from the government		0.10	3	0.30	A limited budget can limit the capacity of BUMDes

External Strategy Factors	Weight	Rating	Weight X Rating	Comments
Lack of clear career path	0.05	3	0.15	Sumber Rezeki to develop infrastructure or provide the training needed to improve the quality of human resources Without a structured career path, workers feel they do not have the opportunity to develop or receive recognition for their achievements
Climate Change and Weather Uncertainty	0.10	2	0.20	Unpredictable weather, such as prolonged rainy seasons and droughts, can affect crop yields and increase operational costs
Sub Total	0.50		1.3	
Total	1.00		2.78	

Based on the External Factor Analysis Summary (EFAS) matrix, as shown in Table 2 above, BUMDes Sumber Rezeki demonstrates a moderate strategic position with a total weighted score of 2.78, indicating that it responds adequately to external opportunities and threats but still has room for strategic improvement. The most influential opportunity lies in government funding support, which has the highest weight and rating combination (0.60), signifying its critical role in enabling business expansion and enhancing human resource capacity.

Community support also emerges as a substantial opportunity (0.24), reflecting the importance of local engagement in achieving food security objectives. Meanwhile, external threats such as low wage competitiveness (0.45) and budget constraints from the government (0.30) highlight vulnerabilities that could hamper motivation and limit the scope of operational development. The nearly balanced total weight between opportunities and threats (0.50 each) suggests that while opportunities are present and can be strategically leveraged, persistent external challenges—particularly in workforce motivation and climate unpredictability—necessitate proactive human resource and financial management strategies to sustain BUMDes performance in food security programs.

After collecting all the data that affects the management of Human Resources in BUMDes Sumber Rezeki, the next step is to use all the information in numerical models to formulate strategies. One of the methods used to design the elements of an organization's plan is the SWOT Matrix.

**Table 3. SWOT Matrix**

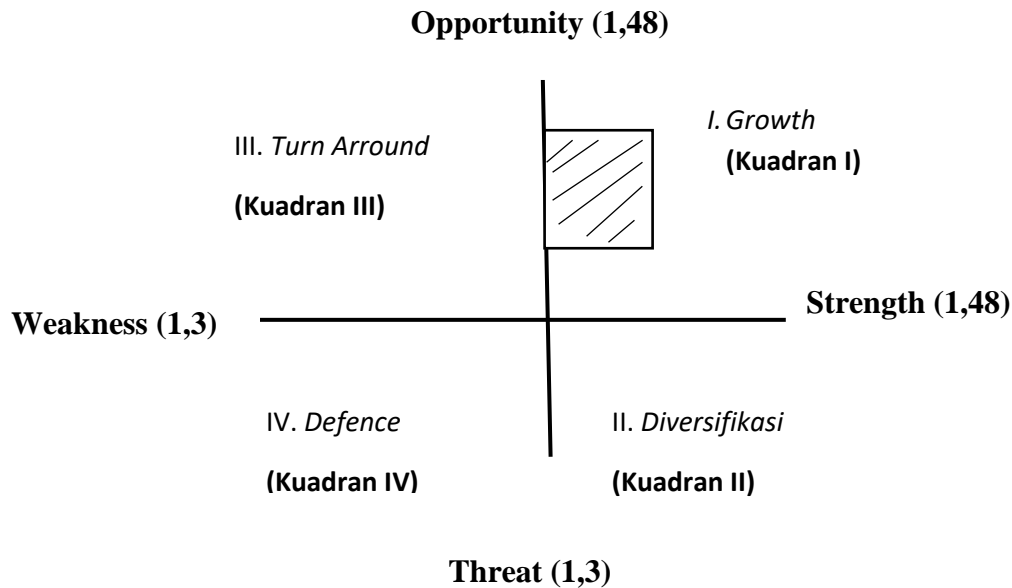
<b>EFAS</b> <b>Eksternal</b> <b>Factor</b> <b>Analysis</b> <b>Summary</b>	<b>IFAS</b> <b>Internal</b> <b>Factor</b> <b>Analysis</b> <b>Summary</b>	<b>Strenght (S)</b> 1. The workforce comes from local villagers 2. Continuous training 3. Transparent work system 4. More efficient work system competency 5. Supportive funding system	<b>Weakness (W)</b> 1. Coordination between teams is not optimal 2. Lack of motivation between Business Units 3. Lack of administrative reporting competency 4. Financial management is not optimal 5. Lack of understanding of the importance of sustainable agriculture
	<b>Opportunities (O)</b> 1. Training from the Village government in improving sustainable programs 2. Support from the Village community 3. Funding support from the government 4. Administrative reporting training from the Village government 5. Training from the Community Empowerment Service	<b>STRATEGI-SO</b> 1. Improve sustainable HR training by utilizing support from the village government 2. Optimize local workers by getting administrative reporting training from the community empowerment service 3. Utilize a transparent and accountable work system to get financial support from the government 4. Utilize a supportive guidance system to facilitate the implementation of training from the village community 5. Use trained local workers to get cooperation opportunities with the village government	<b>STRATEGI-WO</b> 1. Improve coordination between teams through administrative training provided by the government 2. Improve work motivation between business units with support from the village community 3. Utilize training from the community empowerment service to improve understanding of financial management 4. Overcome reporting constraints by participating in administrative reporting training 5. Educate the workforce about the importance of sustainable agriculture by utilizing support from the village community
<b>Threat (T)</b> 1. Daya saing upah yang rendah 2. Tenaga kerja kurang motivasi	<b>Strategi-ST</b> 1. Improve sustainable HR training by utilizing support from the village government	<b>Strategi-WT</b> 1. Increase workforce motivation to overcome lack of government support 2. Develop a more straightforward	

3. Keterbatasan anggaran modal dari pemerintah	2. Optimize local workers by getting administrative reporting training from the community empowerment service	administrative reporting system so as not to be hampered by business budget constraints
4. Tidak adanya jenjang karir yang jelas	3. Utilize a transparent and accountable work system to get financial support from the government	3. Increase understanding of sustainable agriculture to be better prepared for climate change
5. Perubahan iklim dan ketidakpastian cuaca	4. Utilize a supportive guidance system to facilitate the implementation of training from the village community	4. Improve coordination between teams to adapt to low-wage competitiveness
	5. Use trained local workers to get cooperation opportunities with the village government	5. Improve financial management so that it can continue to run despite budget uncertainty from the government

Based on the SWOT matrix analysis, as shown in Table 3 above, BUMDes Sumber Rezeki's internal strengths – such as local labor, continuous training, and a transparent and efficient work system – demonstrate significant potential for organizational development when aligned with external opportunities. The SO strategies highlight this alignment, focusing on optimizing local workforce competencies and enhancing collaboration with government and community stakeholders. These strategies aim to improve administrative capabilities and financial accountability through targeted training and support programs. Such alignment ensures the organization can maximize external support to build internal capacity, especially in achieving sustainable food security goals at the village level.

On the other hand, the matrix also identifies critical internal weaknesses – such as poor coordination, low motivation among units, and inadequate financial and administrative competencies – which could hinder organizational resilience when coupled with external threats like limited government budget, unclear career paths, and climate uncertainty. The WT strategies respond by strengthening team coordination, improving motivation, and simplifying administrative procedures, all while reinforcing the importance of sustainable agriculture to better adapt to environmental challenges. This dual approach strengthens the organization's ability to seize growth opportunities. It enhances adaptability despite persistent structural and environmental vulnerabilities, indicating a comprehensive and strategic HRM framework tailored to rural economic development.

After compiling the IFAS, EFAS, and SWOT matrices, the next step is to develop a SWOT Analysis Diagram, commonly referred to as a Cartesian Diagram. This diagram serves to visually map strategic positions based on internal and external factors, offering a clearer overview of organizational priorities.



**Figure 1. Cartesian Diagram of Bumdes Source of Income**

Based on the Cartesian Diagram of BUM Desa Sumber Rezeki, as shown in Figure 1, it can be seen that the coordinates of the Strength factor (1.48) and Opportunity (1.48) place the strategy implemented in quadrant I (Growth/Growth Strategy). This shows that BUMDes Sumber Rezeki has dominant strength and great opportunities, so the most appropriate strategy is to utilize existing strengths to optimize opportunities in improving food security programs.

## CONCLUSION

The research findings indicate that BUMDes Sumber Rezeki in Kota Raya Village possesses a moderately strong internal condition (IFAS score: 2.78) and faces external environments with comparable potential and challenges (EFAS score: 2.78). Internal strengths—particularly in the areas of funding, local workforce engagement, and systematic training—can be effectively leveraged to improve organizational capacity in delivering food security programs. Through the alignment of internal capabilities with external opportunities, notably government support and community participation, BUMDes is strategically positioned to implement growth-oriented initiatives, as confirmed by its placement in Quadrant I (Growth Strategy) of the Cartesian Diagram.

To further enhance the impact and sustainability of food security programs, it is recommended that BUMDes Sumber Rezeki prioritize the implementation of SO strategies by intensifying HR training, optimizing administrative systems, and leveraging transparent governance to attract external collaboration. Concurrently, addressing weaknesses such as limited coordination, lack of motivation, and inadequate financial management through targeted

training and internal reforms is essential. By doing so, BUMDes can increase its adaptive capacity to mitigate external threats – such as budget limitations and climate change – thereby reinforcing a more resilient, inclusive, and strategic model of human resource management tailored for rural development.

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