

Factors Affecting the Entrepreneurial Interest of Gemah Ripah Milk Cooperative Members in Sukabumi

Faktor-Faktor yang Mempengaruhi Minat Berwirausaha Anggota Koperasi Susu Gemah Ripah di Sukabumi

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ABSTRACT

Low milk prices, the risk of returning milk for every member who does not meet the cooperative standard and cooperative members have little business are problems that occur at KPUD Gemah Ripah milk storage cooperative. This study aims to find out the indicators that affect each variable and identify the influence of variables of entrepreneurial spirit, motivation, capital, technical guidance, and marketing on entrepreneurial interest. The methods used in this study were multiple linear regression analysis and financial analysis with a sample of 109 people. The results of this study are indicators that affect the variables of the entrepreneurial traits such as being task oriented and result-oriented. The results of the study show that entrepreneurial spirit, motivation, capital, technical guidance and marketing have a positive and significant effect on the interest in entrepreneurship in members of the Gemah Ripah Cooperative partially or simultaneously. It is necessary to encourage in the form of training so that members of the Gemah Ripah KPUD have an interest in entrepreneurship.

Key words: entrepreneurial spirit, interest in entrepreneurship, linear regression, motivation, training

ABSTRAK

Harga susu yang rendah, risiko pengembalian susu bagi setiap anggota yang tidak memenuhi standar koperasi dan usaha anggota koperasi yang sedikit merupakan permasalahan yang terjadi di KPUD Gemah Ripah. Penelitian ini bertujuan untuk mengetahui indikator-indikator yang mempengaruhi masing-masing variabel dan mengidentifikasi pengaruh variabel jiwa wirausaha, motivasi, modal, bimbingan teknis, dan pemasaran terhadap minat berwirausaha. Metode yang digunakan dalam penelitian ini adalah analisis regresi linier berganda dan analisis finansial dengan jumlah sampel 109 orang. Hasil penelitian ini adalah indikator-indikator yang mempengaruhi variabel jiwa wirausaha yaitu berorientasi pada tugas dan berorientasi pada hasil. Hasil penelitian menunjukkan bahwa jiwa wirausaha, motivasi, modal, bimbingan teknis dan pemasaran berpengaruh positif dan signifikan terhadap minat berwirausaha pada anggota Koperasi Gemah Ripah secara parsial maupun simultan, perlu adanya dorongan berupa pelatihan agar anggota KPUD Gemah Ripah memiliki minat berwirausaha.

Kata kunci: minat berwirausaha, motivasi, pelatihan, regresi linier, semangat berwirausaha

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INTRODUCTION

According to Ansory (2018), managing human resources is something that must be done to maintain the performance and continuity of an organization. Indonesia is the country with the fourth largest population in the world. The Indonesian state needs to support the economy in order to be able to meet the needs of the current society, considering the dense population in this country. All members of society must be productive in order to maintain the stability of the Indonesian economy. This can be achieved by encouraging individuals to launch their own businesses or cooperatives. The definition of entrepreneurship in this context involves starting a company on its own, taking calculated risks, and evaluating profits and losses. Therefore, an entrepreneur needs to be mentally prepared to face both favorable and unprofitable business circumstances (Anwar, 2017). The role of entrepreneurs or entrepreneurs has a very important impact in driving the Indonesian economy, one of which is in Sukabumi Regency because it is able to create jobs, but the number of Micro, small and Medium Enterprises (MSMEs) in Sukabumi Regency has decreased over the last three years that can be seen in the Table 1.

Table 1. The number of MSMEs in Sukabumi Regency in 2020-2022

Tahun	Jumlah (Unit)	Penurunan (%)
2020	52.953	- 2
2021	51.796	1
2022	51.307	

Source: BPS (2024)

Based on Table 1, the number of MSMEs in Sukabumi Regency has decreased over the past three years.

Compared to the previous year, there was a decrease of 1% in 2022 and a decrease of 2% in 2021. The phenomenon of decreasing the number of MSMEs can be related to various factors that can affect the interest in entrepreneurship, including the influence of the entrepreneurial spirit, motivation, capital, technical guidance and marketing. Interest in entrepreneurship is an internal impulse that can arise from a person to be involved in entrepreneurial activities, whether intentionally or unintentionally (Yunilasari, 2016).

One of the cooperatives that plays an active role in the development of the local economy is the Gemah Ripah Village Unit Producers Cooperative

(KPUD) in Sukabumi. Cooperative members who are members of the Gemah Ripah KPUD in March 2021 are 215 people while in April 2024 there are 170 people. This has experienced a decline in cooperative membership due to the outbreak of foot and mouth disease and LSD, as well as the erosion of forage land used as an industry, causing farmers to sell their livestock.

The Gemah Ripah Village Unit Producers Cooperative (KPUD) is a milk storage cooperative that is able to produce 3.5-4 tons of fresh milk every day. The first step taken is to compare the milk production of each member with the guidelines set by the cooperative. Milk that has been entrusted to the cooperative will be given back to farmers if they do not meet the conditions. To overcome this risk, a strategy can be carried out to process milk that does not meet the requirements into added value. Making milk that does not meet the requirements into a product that has more added value is one way, for example dairy products. In creating a product or business, it is necessary to have an entrepreneurial spirit contained in cooperative members so that they can be encouraged to develop products. The members who already have the spirit of a cooperative entrepreneur can be seen in the number of cooperative members who already have a business contained in Table 2.

Table 2. Number of members who have a business in KPUD Gemah Ripah 2024

No	Group name	Number of members	Members	
			who already have a business	Percentage (%)
1	Barokah	18	3	2
2	Cinta Resmi	20	5	4
3	Cipta Priangan	17	10	7
4	Rukun Tani I	16	4	3
5	Sulanjana I	21	2	1
6	SulanjanaII	17	5	4
7	Tali Said	30	8	6
Total		139	37	27

Source: KPUD Gemah Ripah (2024)

Table 2 shows that only 37 individuals, or 27% of all current members, are the owners of a company's cooperative. Judging from the table above, the number of members who have an interest in entrepreneurship is still small because only 37 people have a business out of a total of 139 members, so encouragement is needed to improve it, one of which is by providing training in the form of technical guidance to develop interest in entrepreneurship in members of KPUD Gemah Ripah.

RESEARCH METHODS

Descriptive quantitative data was used in this study at KPUD Gemah Ripah. In this study, the methods used to collect data are interviews and questionnaires. Interviews are a data collection method in which researchers conduct face-to-face meetings with respondents to obtain information (Sugiyono, 2019). The questionnaire is a series of statements distributed to respondents to collect data (Sugiyono, 2019). In this study, respondents' opinions on the research problem were measured using the Likert scale with five levels in the scale, which allowed them to show how much they agreed or disagreed. The population in this study is 139 people and the sample used in this study is *non-probability sampling*. The use of saturated sampling was chosen because of the limited population, so 109 people were selected as samples, with 30 of them for validity tests. The analysis method in this study uses an instrument test, a classical assumption test, a multiple linear regression test and financial analysis.

RESULTS AND DISCUSION

Gemah Ripah Village Unit Producer Cooperative, which is officially recognized as a leading milk storage producer in the Sukalarang area, Sukabumi Regency. The business units at KPUD Gemah Ripah consist of milk storage, savings and loans, drug depots, milk processing and animal waste processing. The Gemah Ripah Village Unit Producers Cooperative has been established for 48 years as a cooperative that has various business units including milk storage, savings and loans, drug depots and milk processing. KPUD has a total of 139 members. In the last three years, it has been recorded that the number of MSMEs in Sukabumi Regency has decreased. This is in line with the number of members of KPUD Gemah Ripah who have a business of only 27% and are still relatively small due to lack of interest in entrepreneurship.

In each influential indicator, the characteristics of the respondents are grouped first. The following are the results of the characteristics of the respondents.

1. Characteristics Responden

Based on the results of the gender study, the respondents consisted of 97 men with a percentage of 89% and 12 women with a percentage of 11%, which was dominated by the age group of 36-45

years as much as 37% (40 respondents), with the last junior high school education as much as 41% (45 respondents), and the total income of 1 million - 2.5 million by 45% (49 respondents).

2. Indicators that affect each variable

Based on Table 3, the variables of entrepreneurial spirit consist of indicators such as confidence, orientation to tasks and results, risk taking, leadership, originality, and future-oriented. The most influential indicator in the spirit of entrepreneurship is task-oriented and the results get a score of 3.88 with high information.

Table 3. Variables of entrepreneurial spirit

Indicator	Statement	Value	Average	Description
Task- and result-oriented	X1p3	3.92	3.88	High
	X1p4	3.83		

Source: Primary data processed (2024)

3. Motivation variables

Based on Table 4, it shows that the motivation variables consist of enthusiasm, creativity, innovation and daring to take risks. The most influential indicator is innovative with an average score of 3.75 with high evidence. According to (McClelland's, 1998) Achievement Motivation Theory, individuals with a high need for achievement tend to seek innovative solutions and take calculated risks to reach their goals. In this context, the high score on innovation reflects the members' intrinsic drive to improve processes or products in their dairy business, which aligns with the self-actualization stage in Maslow's Hierarchy of Needs. The willingness to innovate indicates that their motivation is not merely to meet basic or security needs, but to achieve personal growth, recognition, and the fulfillment of creative potential key drivers in entrepreneurial behavior.

Tabel 4. Motivation variables

Indicator	Statement	Value	Average	Description
Innovative	X2p5	3.78	3.75	High
	X2p6	3.72		

Source: Primary data processed (2024)

4. Capital variables

Based on Table 5, the variable indicators of capital consisting of grants, loans, and personal funds, which are the most influential indicators in access to capital, are grants with a score of 3.63 with high information. According to the Capital

Theory in entrepreneurship (Coleman, 1988), capital is a key resource enabling entrepreneurs to start and expand their businesses. Access to external capital sources, such as grants, reduces financial barriers and risk, allowing entrepreneurs to focus more on innovation and market development. In the context of small-scale cooperative members, Financial Capital Theory emphasizes that non-repayable funding, such as grants, can significantly enhance entrepreneurial activity by providing the necessary liquidity without creating debt obligations. This aligns with the Resource-Based view theory, which states that unique and valuable resources like grant funding can be a sustainable competitive advantage if effectively utilized (Barney & Clark, 2007).

Tabel 5. Capital variables

Indicator	Statement	Value	Average	Description
Grant	X3p1	3.62	3.63	High
	X3p2	3.67		

Source: Primary data processed (2024)

5. Technical guidance variables

Based on Table 6, the indicators in the technical guidance variables consisting of instructors, objectives, materials, methods, and participants which are the most influential indicators in technical guidance are participants with a score of 3.61 with high information.

Table 6. Technical guidance variables

Indicator	Statement	Value	Average	Description
Participants	X4p9	3.60	3.61	High
	X4p10	3.62		

Source: Primary data processed (2024)

6. Marketing variables

Based on Table 7, it shows that the indicators on marketing variables include product, place, price, and promotion, with the most influential indicator in the market being product with a score of 3.68 with high information. According to (Kotler and Keller, 2016) Marketing Mix Theory (4Ps), product is the core element that defines the value offered to customers. A high score on the product indicator reflects that the quality, features, and uniqueness of the product play a dominant role in influencing market success. In the context of dairy cooperative

members, this aligns with the concept of Product Differentiation Theory, which suggests that businesses can achieve competitive advantage by offering products that are perceived as unique or superior in quality. This also connects to the Value-Based Marketing Theory (Woodruff, 1997), where the product is designed and developed to meet or exceed customer needs, thereby fostering customer loyalty and sustaining business growth.

Table 7. Marketing variables

Indicator	Statement	Value	Average	Description
Product	X5p1	3.61	3.68	High
	X5p2	3.74		

Source: Primary data processed (2024)

Identify the influence of entrepreneurial spirit, motivation, capital, technical guidance and marketing on interest

Entrepreneurial Cooperative

To ensure the validity of an instrument, validity and reliability tests are used before identification. To find out whether the instrument used is really accurate and consistent in measuring what should be measured, it was done by distributing questionnaires to members of KPUD Gemah Ripah which totaled 30 respondents outside the entire research sample. This validity test uses IBM SPSS Statistics 25 software. Based on the results of the validity test, it was found that each statement had a Pearson correlation (r calculated) higher than the value of r table = 0.361. Thus, in accordance with the principles applied, the calculated r value exceeds the table r value (0.361), then the statement contained in the questionnaire is considered valid. Meanwhile, the results of the *Cronbach Alpha* coefficient value for a variable exceed 0.6 then the variable is considered to have good reliability. On the other hand, if the value of the *Cronbach Alpha* coefficient for a variable is less than 0.6, then the variable is considered unreliable. The results of the *Cronbach Alpha* value for each variable are higher than 0.6 which indicates that all questionnaires in this study can be considered to have good reliability. The analysis tool used for reliability testing uses SPSS 25.

Regression analysis is performed using classical assumption testing to guarantee accuracy. This test includes normality, multi-

collinearity and heteroscedasticity tests which can be described as follows:

1. Normality Test

Testing of normality using One Sample Kolmogorov Smirnov, Histogram, and P-P plot.

a) One Sample Kolmogorov Smirnov

The significant value of Asymp. Sig. (2-tailed) of 0.176 exceeding the threshold of 0.05 indicates that the residual distribution follows a normal pattern, according to the findings of the normality test using the K-S/Kolmogorov Smirnov method.

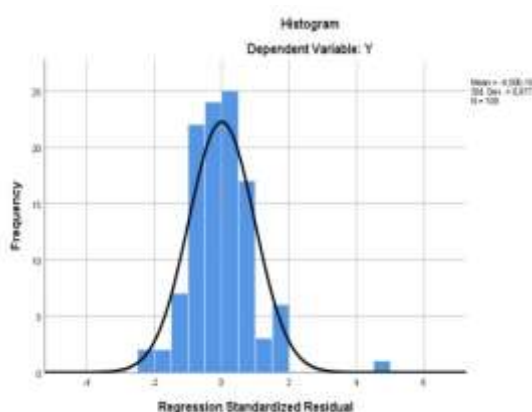
Table 8. Results of normality test using One Sample Kolmogorov Smirnov

Unstandardized Residual		
N		109
Normal Parameters ^{a,b}	Mean	,0000000
	Std.	0,66580672
Deviation	Absolute	,074
	Positive	,074
Differences	Negative	-,056
Test Statistic		,074
Asymp. Sig. (2-tailed)		,176 ^c

Source: Primary data processed (2024)

b) Histogram

Based on Figure 1, the data is considered normal because it produces a curve on the variable histogram dependent (Y), then it can be concluded that the result for the histogram can be said to be normal.

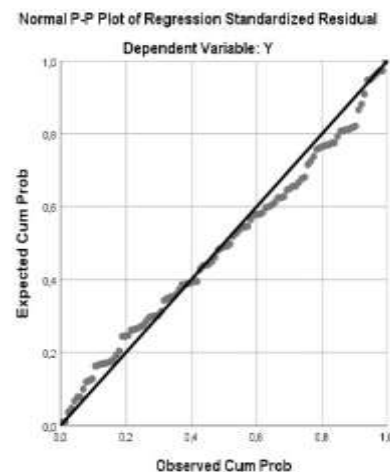


Source: Primary data processed (2024)

Figure 1. Normality test using histogram chart

c) P-P Plot

A data is said to be normal if it can produce points that are spread not far from the normal line on the P-P plot. Because the spread of the points on this sample indicates that a normal line already exists in this regression model.



Source: Primary data processed (2024)

Figure 2. Normality test using graphs P-P Plot

2. Multicollinearity Test

The multicollinearity test is used to determine whether there is a significant relationship between independent and *independent* variables.

Table 9. Results of multicollinearity test of *dependent* and *independent* variables.

	Tolerance	VIF	Description
X1	0,947	1,056	Free Multicollinearity
X2	0,636	1,565	Free Multicollinearity
X3	0,939	1,065	Free Multicollinearity
X4	0,841	1,189	Free Multicollinearity
X5	0,630	1,588	Free Multicollinearity

Source: Primary data processed (2024)

Indicators that are commonly used to indicate the existence of multicollinearity are tolerance values above 0.10 or VIF values below 10. Since the VIF values for all independent variables were below 10, the findings of the multicollinearity test indicated that there was no multicollinearity among the independent variables.

3. Heteroscedasticity Test

The heteroscedasticity test occurs when the residual variance is inconsistent in the regression model. In cases where the regression model does not experience symptoms of heteroscedasticity, it indicates that the model is good.

Based on the results of Table 10, it can be observed that the significant value (sig.) indicates that all variables have a sig value higher than 0.05. In conclusion, there is no significant evidence indicating heteroscedasticity in this

regression model, so the regression model used in the study can be considered valid.

Table 10. Results of heteroscedasticity test of dependent and independent variables

Variabel	t	Sig.
Entrepreneurial spirit (X1)	-1,765	0,081
Motivation	-0,898	0,371
Entrepreneurial (X2)		
Capital (X3)	-0,200	0,842
Technical Guidance (X4)	-1,317	0,191
Marketing (X5)	1,957	0,053

Source: Primary Data Processed (2024)

Based on the results of the hypothesis test, the entrepreneurial soul variable has a calculated t value of 7.053, exceeding the table t value of 1.983, indicating positive meaning. In addition, a significant value of 0.000 is lower than 0.05 which indicates significant.

Table 11. Test results t

Model	Unstandar-dized B	t	Sig
(Constant)	11,582	10,677	,000
Entrepreneurial spirit	,115	7,053	,000
Motivation	,064	2,236	,027
Entrepreneurial			
Capital	,059	2,852	,005
Technical Guidance	,074	4,443	,000
Marketing	,257	7,378	,000

Source: Primary data processed (2024)

The value of the variable of motivation for entrepreneurship has a t calculation of 2.236 exceeding the t of the table of 1.983, indicating the direction of positive meaning. In addition, a significant value of 0.027 which is lower than 0.05 indicates a significant level (Table 11). This indicates that every increase in one unit in the motivation variable for entrepreneurship contributes a value of 0.064 to the interest in entrepreneurship, confirming that the motivation variable for entrepreneurship has a positive impact and has a significant effect on interest in entrepreneurship.

In the context of the Gemah Ripah dairy farmers' community, local cultural values such as *gotong royong* (mutual cooperation), *guyub* (social harmony), and a tradition of mutual assistance in livestock care and milk marketing strengthen members' entrepreneurial motivation. These communal values create a supportive social

environment, reducing perceived risks and fostering a collective spirit in business ventures. This is in line with Social Capital Theory (Coleman, 1988), which states that trust, norms, and networks within a community facilitate coordinated actions and improve the effectiveness of collective goals. Moreover, such cultural factors align with (Hofstede, 2010) Cultural Dimensions Theory, particularly in the dimension of collectivism, where group-oriented thinking enhances willingness to collaborate in entrepreneurial activities.

The value of the capital of variable has a calculated t of 2.852 greater than the table t of 1.983, indicating the direction of positive meaning. In addition, a significant value of 0.005 which is lower than 0.05 indicates a significant level. This shows that interest in managing a business is positively and significantly influenced by the capital variable, with each unit of capital addition contributing 0.059 to the interest.

The value of the technical guidance variable has a calculated t of 4.443 greater than the table t of 1.983, indicating the direction of positive meaning. In addition, a significant value of 0.000 that is lower than 0.05 indicates a significant level. This indicates that every increase in one unit in technical guidance contributes a value of 0.074 to the interest in entrepreneurship, confirming that the variable of technical guidance has a positive and significant impact on interest in entrepreneurship.

The value of the marketing variable has a calculated t of 7.378 greater than the table t of 1.983, indicating the direction of positive meaning. In addition, a significant value of 0.000 that is lower than 0.05 indicates a significant level. This indicates that every increase in one unit in marketing contributes a value of 0.257 to the interest in entrepreneurship, showing that factors related to marketing have a large and beneficial influence on the interest in running a business.

Based on the results of the f-test the value of f-value is 14.385 with the f-value > the f-table (61.977 > 2.300), it is found that the value of significant probability (sig probability) is 0.000 and the significant value of $\alpha = 0.005$ ($0.000 < 0.05$). Thus, it can be concluded that the variables of entrepreneurial spirit (X1), motivation (X2), capital (X3), technical guidance (X4), and marketing (X5) have a significant impact together on entrepreneurial interest (Y) (Table 12).

Table 12. Test results f

Model	Sum of Squares	df	Mean	F	Sig
Regression	144,040	5	28,808	61,977	,000
Residual	47,876	103	,465		
Total	191,916	108			

Source: Primary data processed (2024)

The determination coefficient test was carried out to see the magnitude of the influence of independent variables on the variation of dependent variables indicated by the determination coefficient.

The contribution of independent variables to dependent variables can be calculated using the determination coefficient (KD). The results of the SPSS output, an adjusted R square of 0.738 were obtained, which indicated that the variables of entrepreneurial spirit (X1), motivation (X2), capital (X3), technical guidance (X4), and marketing (X5) had the ability to influence entrepreneurial interest (Y) with a value of 73.8% and 26.2% determined by other factors outside the study.

Table 13. Results of determination coefficients

Model	R	R square	Adjusted R square
1	,866	,751	,738

Source: Primary data processed (2024)

Implementation of Training Programs

Based on the results of the research, cooperatives can develop training programs to encourage the spirit of entrepreneurship and the motivation of members which can affect the interest in entrepreneurship, because the existence of the spirit of entrepreneurship will trigger economic growth. According to Dessler (2020), training is a process that aims to develop the skills needed by employees in their jobs. This training can be in the form of providing knowledge or practical exercises that can be applied in daily work life, so that it can increase workforce productivity and help the company achieve the goals that have been set.

One of the developing entrepreneurial theories is the creative destruction theory of entrepreneurship initiated by Joseph A. Schumpeter. The theory of creative destruction entrepreneurship views entrepreneurs as the main innovators and entrepreneurship is the main driver of the economy, creating economic growth through the storm of creative destruction (Schumpeter, 1947). Creative destruction theory with an

entrepreneurial spirit, looking at how entrepreneurs can identify new opportunities, overcome challenges, and create significant change in their industry. Not only does this generate profits for their own businesses, but it also brings broader benefits to consumers and entrepreneurs. The existence of the theory of creative destruction destroys the old mind that only collects milk to cooperatives, now with training it can increase income by making the added value of the milk produced and also cow dung which is usually allowed to accumulate. With these efforts, cooperatives can help their members achieve success in their businesses as well as strengthen the economic independence of members and the cooperatives themselves and trigger economic growth. The following training activity plan that can be carried out by cooperatives in one year can be seen in Table 14.

Table 14. KPUD Gemah Ripah 2024 activity plan

No	Training activities
1	Animal manure processing training
2	Business Plan Training
3	Training to improve human resource insight (HR) for livestock business actors

Source: Primary data processed (2024)

1. Animal manure processing training

Wirakoperasi can develop efficient processing technologies or methods to convert animal manure into high-quality organic fertilizer. This innovation can increase the selling value of products and attract consumers who care about sustainable agriculture and organic products. A cooperative hero has the ability to see opportunities where others might see waste or problems. Animal manure, which is often considered waste, is seen by cooperative heroes as a valuable raw material for producing organic fertilizers. By identifying these opportunities, they are able to create products that have selling value in the market. This training also aims to convert animal manure into fertilizer that can be sold to increase the income of members. It is hoped that the awareness of dairy farmers towards the environment will continue to grow to maintain environmental sustainability from the ever-increasing cow manure waste, so as to have a positive impact on the environment. The financial analysis of the animal manure processing training can be seen in Table 15.

Table 15. Financial analysis of animal manure processing training

Profit and loss	Total (Rp)
Sales	6.000.000
Total Variabel Cost	2.232.000
Gross profit	3.768.000
Total Fixed Cost	1.500.000
Total	3.732.000
Net Income	2,268,000

Source: Primary data processed (2024)

Based on Table 15 of the financial results above, the results obtained for three months amounted to IDR 6,000,000 EBIT (net income) received after conducting the training program, which is as much as IDR 2,268,000.

2. Business plan training

Boosting the spirit of the entrepreneur through a business plan is essential when starting a business. Every planning effort is a preparation for action to ensure that the business runs smoothly and without the danger of failure. Starting a business has its own set of problems that may arise not only when looking for new ideas to sell, but also when planning a company plan, determining market goals, controlling costs, and finding investors. Training to improve the spirit of entrepreneurs through business plans for members of KPUD Gemah Ripah is expected to awaken the entrepreneurial spirit of the members. The benefits include increasing understanding of important aspects of running a business, such as market analysis, marketing strategy, finance, and operational management. The financial analysis of the *business plan* training can be seen in Table 16.

Table 16. Financial analysis of business plan training

Description	Total (Rp)
Fixed Cost	500.000
Variabel Cost	1.268.000
Operational Cost	1.768.000
Revenue	4.500.000

Source: Primary data processed (2024)

Based on Table 16, the financial results above are the result of operational costs of IDR 1,768,000 which are obtained from the amount of fixed and variable costs. The receipt is IDR 4,500,000.

3. Training to increase human resource insight (HR) for livestock business actors

The spirit of entrepreneurship and training to increase the insight of human resources of

livestock business actors are closely related in the context of Good Processed Food Production Methods (CPPOB) and the processed livestock licensing process. The spirit of a cooperative can provide encouragement to start a livestock business and increase creativity in developing processed livestock products that are in accordance with CPPOB standards. Meanwhile, the training also provides the knowledge and skills needed to understand and implement the CPPOB process and processed livestock licensing procedures effectively. The purpose of the training on good food production and processing practices and the processed livestock licensing process is to provide participants with a comprehensive understanding of best practices in the food industry and related legal requirements. The financial analysis of the training to improve livestock human resource had operational costs of Rp3,850,000 which are obtained from the amount of fixed and variable costs. The receipt is Rp7,000,000.

CONCLUSIONS

The findings indicate that entrepreneurial spirit, entrepreneurial motivation, capital, technical guidance, and marketing have a significant influence on members' interest in joining the Koperasi Produsen Unit Desa Gemah Ripah. The most dominant factors include task and result orientation, innovation, grant capital assistance, participation in technical training, and product quality.

The implication is that the cooperative should design an integrated training program focusing on strengthening technical skills, fostering product innovation, and improving access to capital. Local government and related institutions can utilize these findings to formulate supportive policies for cooperative and MSME development, such as facilitating training, providing capital incentives, and promoting local products. This collaborative approach is expected to enhance members' economic independence, strengthen competitiveness, and stimulate community-based economic growth.

From a policy perspective, this model offers a replicable framework for other cooperatives seeking to improve member participation and business performance. By adapting the combination of entrepreneurial capacity building, capital support, and market facilitation, similar programs can be implemented in different regions.

This could create a multiplier effect, where successful strategies in one cooperative inspire broader adoption, ultimately strengthening the national cooperative movement.

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