

The Effect of Community Empowerment and Work Welfare on Organizational Commitment to Outsourcing Workers in Bumdes Citaringgul Bogor

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Abstract

This research is motivated by the importance of the commitment of outsourcing worker organizations in BUMDes Citaringgul Bogor which is influenced by community empowerment and work welfare. The purpose of this study is to analyze the influence of community empowerment and work welfare on organizational commitment, both partially and simultaneously. The method used is an associative quantitative approach by distributing questionnaires to all outsourcing workers as respondents. The results of the study found that community empowerment has a positive and significant effect on organizational commitment. In addition, work welfare has also been proven to have a positive and significant effect on organizational commitment. Together, these two factors have a strong contribution in determining the level of commitment of workers. The implication is that the management of BUMDes needs to strengthen the active involvement of workers in empowerment programs and improve work welfare facilities in a sustainable manner in order to build stronger loyalty and emotional attachment of workers.

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1. Introduction

Human resources are a strategic element and the main driver in every organization because the success of achieving goals is highly determined by the quality of human beings who carry out the functions of the organization. In the context of village development, the role of human resources is increasingly crucial because Village-Owned Enterprises (BUMDes) are required to generate economic value while providing real social benefits for the independence and sustainability of the local economy (Ministry of Villages and Transmigration, 2026). The importance of human quality management is in line with the fluctuating dynamics of national employment. Statistics (2025) reports that high work flexibility in Indonesia still holds emotional and structural vulnerabilities for workers. Therefore, Ayuningtyas and Wibawani (2022) explain that the organization's ability to build healthy and meaningful working relationships is the main determinant in maintaining work stability, effective coordination, and sustainable productivity. As an instrument of community empowerment whose development is very wide in Indonesia, BUMDes are required to implement increasingly professional institutional governance, including in managing outsourced labor Ayuningtyas & Wibawani (2022) and Anshori (2024) stated that groups of outsourced workers are often faced with the challenges of contract uncertainty, limited employment rights, and relatively narrow career opportunities. In the BUMDes environment, their work dynamics become very unique because they are not only required to support business efficiency, but are also required to carry out community-based social service missions (Fatzrin & Prathama, 2024).

Empirical phenomena in the field show that the attachment, loyalty, and morale of outsourced employees tend to fluctuate, potentially triggering a high turnover rate that can disrupt the consistency of village services (Anshori, 2024). To address these issues, organizations need to understand the organization's commitment variables. Amalia (2020) and Rato and Leda (2020) define organizational commitment as the extent to which individuals accept the organization's goals, are willing to make optimal efforts, and maintain their membership psychologically. Gohnarso and colleagues (2025) added that the formation of this commitment is not just a matter of individual attitudes, but the result of how the organization provides a space for participation and provides reassuring work support.

Theoretically, organizational commitment to internal workers can be simultaneously influenced by the variables of community empowerment and work welfare. Ristiana and Yusuf (2020) prove that community empowerment is relevant internally translated into the BUMDes ecosystem as creating a participatory work atmosphere, providing opportunities for development, and giving social meaning to every task carried out by workers. This empowering governance pattern is able to strengthen emotional relationships because workers feel that they are an important part of the progress of their villages (Ayuningtyas & Wibawani, 2022). On the other hand, this commitment must also be balanced with the fulfillment of aspects of work welfare such as decent wages, a sense of security, facilities, and fair social security (Anshori, 2024). The Central Statistics Agency or BPS (2025) emphasized that welfare issues are a central dimension in employment analysis because workers tend to be very sensitive to the protection and certainty of the work benefits they receive amid job market uncertainty.

Shafila and Suseno (2024) argue that the integration between empowerment that provides the meaning of work and welfare that provides a sense of security logically is a strong

combination in strengthening worker loyalty. Although these variables have a strong theoretical basis, previous studies still show research gaps. Ayuningtyas and Wibawani (2022), Ristiana and Yusuf (2020), and Fatzrin and Prathama (2024) in their studies on BUMDes and community empowerment in general focus more on the external impact of institutions on strengthening the economy of villagers, but have not specifically tested the dimensions of empowerment at the level of internal workers as implementers of the organization. Meanwhile, in the context of organizational commitment and work welfare in Indonesia, Amalia (2020), Rato and Leda (2020), and Gohnarso and colleagues (2025) dominate the study in the context of pure private companies or formal institutions, so that the generalization of the results is not necessarily in line with the characteristics of BUMDes that combine economic and social orientations at the same time. In addition, Shafila and Suseno (2024) see that there is still very limited quantitative research that tests the influence of community empowerment and work welfare simultaneously on specific groups such as outsourced workers in village institutions.

The need for this study becomes even more real and strategic when applied to BUMDes Citaringgul, Babakan Madang District, Bogor Regency. The Bogor Regency Government (2026) in its official profile shows that Citaringgul Village has the status of an independent village with a large socio-economic base of population, so it demands professionalism in human resource management for the sake of business continuity and public trust.

1. Research Methods

This study applies a quantitative approach with an associative type. The data sources used consist of primary data and secondary data. Primary data were obtained through Likert scale questionnaires 1-5, interviews, and field observations involving 59 Citaringgul BUMDes outsourcing workers. Meanwhile, secondary data was collected from various references such as books, scientific journals, previous theses, articles, and other supporting documents. The scheme of the research framework is presented as follows:

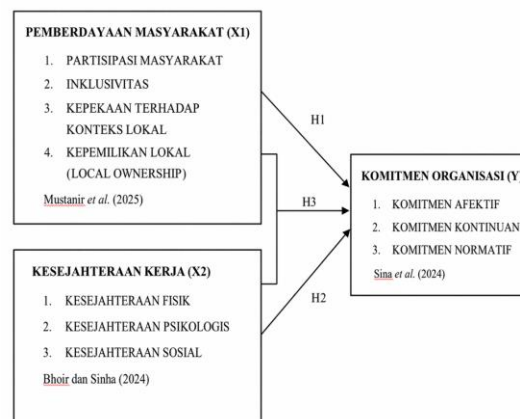


Figure 1 Frame of Mind

The object of this research is outsourcing workers at BUMDes Citaringgul Bogor. The research focuses on three main variables, namely Community Empowerment as the first independent variable (X1), Work Welfare as the second independent variable (X2), and Organizational Commitment as the dependent variable (Y). The research population includes all outsourcing workers in BUMDes Citaringgul Bogor which totals 59 people. Because the numbers are limited, the entire population is sampled using saturated sampling techniques. That way, the number of

samples in this study is 59 BUMDes Citaringgul Bogor outsourcing workers. The data analysis techniques used included validity tests, reliability tests, classical assumption tests, multiple linear regression analysis, determination coefficients, t-tests, and F-tests. All of these tests were carried out with the help of IBM SPSS version 25 software to test the relationships and influences between variables.

1. Results and Discussion

Results

This research was conducted at BUMDes Citaringgul Bogor with 59 respondents. The research was conducted from January to May 2026 through the distribution of observations, interviews and questionnaires.

Respondent Data Analysis

Table 1 by Gender

Jenis kelamin					
		Frekuensi	Percent	Valid Percent	Cumulative Percent
Valid	Laki-Laki	32	55.2	55.2	55.2
	Perempuan	26	44.8	44.8	100.0
	Total	58	100.0	100.0	

Source : Processed by Researcher (SPSS, 25)

Based on Table 1, out of 58 respondents, 32 people or 55.2% were male. Meanwhile, the other 26 people or 44.8% are women. This data indicates that outsourcing workers at BUMDes Citaringgul Bogor are more dominated by men

Table 2 by Age

Usia					
		Frekuensi	Percent	Valid Percent	Cumulative Percent
Valid	20-30 Tahun	33	56.9	56.9	56.9
	31-40 Tahun	24	41.4	41.4	98.3
	> 40 Tahun	1	1.7	1.7	100.0
	Total	58	100.0	100.0	

Source : Processed by Researcher (SPSS, 25)

Based on Table 2, out of 58 respondents, the majority were aged 20-30 years old as many as 33 people or 56.9%. Respondents aged 31-40 years amounted to 24 people or 41.4%, and only 1 person or 1.7% were over 40 years old. This data shows that outsourced workers in BUMDes Citaringgul Bogor are dominated by young productive age

Table 3 by Education

		Pendidikan			
		Frekuensi	Percent	Valid Percent	Cumulative Percent
Valid	SMA/SMK	28	48.3	48.3	48.3
	Diploma	12	20.7	20.7	69.0
	S1	18	31.0	31.0	100.0
	Total	58	100.0	100.0	

Source : Processed by Researcher (SPSS, 25)

Table 3 shows that of the 58 respondents, 28 people or 48.3% were educated at the end of high school/vocational school, 18 people or 31.0% S1, and 12 people or 20.7% Diploma. Thus, the educational background of outsourced workers at BUMDes Citaringgul Bogor is dominated by high school/vocational school graduates.

Table 4 by Tenure

		Masa kerja			
		Frekuensi	Percent	Valid Percent	Cumulative Percent
Valid	< 1 Tahun	17	29.3	29.3	29.3
	1-3 Tahun	30	51.7	51.7	81.0
	4-6 Tahun	11	19.0	19.0	100.0
	Total	58	100.0	100.0	

Source : Processed by Researcher (SPSS, 25)

Based on Table 4, out of 58 respondents, as many as 30 people or 51.7% had a working period of 1-3 years. A total of 17 people or 29.3% have worked for less than 1 year, and 11 people or 19.0% have worked for 4–6 years. The data indicates that the majority of BUMDes Citaringgul Bogor outsourcing workers are quite experienced in their jobs.

b. Validity Test

1. Community Empowerment Variable Validity Test (X1)

Table 5 Validity Test of variable X1

Item	r Hitung	r Tabel	Keterangan
X1.1	0.792	0.258	Valid
X1.2	0.838	0.258	Valid
X1.3	0.860	0.258	Valid
X1.4	0.829	0.258	Valid
X1.5	0.865	0.258	Valid
X1.6	0.813	0.258	Valid
X1.7	0.815	0.258	Valid
X1.8	0.775	0.258	Valid
X1.9	0.826	0.258	Valid
X1.10	0.754	0.258	Valid
X1.11	0.819	0.258	Valid
X1.12	0.867	0.258	Valid

Source : Processed by Researcher (SPSS, 25)

Based on Table 5, the calculated r value on the Community Empowerment variable (X1) is

greater than the r value of the table, which is 0.258. The highest calculated r value is obtained in item X1.12 of 0.867, while the lowest calculated r value is found in item X1.10 of 0.754. All statement items are also declared valid because the significance value of 0.000 is less than 0.05. Thus, the instrument used to measure the Community Empowerment variable was declared feasible to be used in research on BUMDes Citaringgul Bogor outsourcing workers.

2. Validity Test of Work Well-Being Variables (X2)

Table 6 Variable Validity Test X2

Item	r Hitung	r Tabel	Keterangan
X2.1	0.829	0.258	Valid
X2.2	0.839	0.258	Valid
X2.3	0.799	0.258	Valid
X2.4	0.753	0.258	Valid
X2.5	0.737	0.258	Valid
X2.6	0.851	0.258	Valid
X2.7	0.882	0.258	Valid
X2.8	0.762	0.258	Valid
X2.9	0.873	0.258	Valid

Source : Processed by Researcher (SPSS, 25)

Based on Table 6, all statement items in the Occupational Welfare variable (X2) have a calculated r value that exceeds the r of the table 0.258. The highest calculated r value of 0.882 is found in item X2.7, while the lowest value of 0.737 is found in item X2.5.

3. Validity Test of Organizational Commitment Variables (Y)

Table 7 Variable Validity Test Y

Item	r Hitung	r Tabel	Keterangan
Y1	0.627	0.258	Valid
Y2	0.693	0.258	Valid
Y3	0.737	0.258	Valid
Y4	0.720	0.258	Valid
Y5	0.805	0.258	Valid
Y6	0.634	0.258	Valid
Y7	0.716	0.258	Valid
Y8	0.670	0.258	Valid
Y9	0.753	0.258	Valid

Source : Processed by Researcher (SPSS, 25)

Table 7 shows that the entire Organizational Commitment variable item (Y) has a calculated r that exceeds the table r 0.258. The range of r calculated is from 0.627 on item Y1 as the lowest value to 0.805 on item Y5 as the highest value. The significance value for all items also < 0.05 . These results indicate that all items of Organizational Commitment are valid, so the questionnaire is suitable to be used to measure variables in BUMDes Citaringgul Bogor outsourcing workers

1. Reliability Test

1. Community Empowerment Variable Reliability Test (X1)

Table 8 Variable Reliability Test X1

Reliability Statistics	
Cronbach's Alpha	N of Items
.956	12

Source : Processed by Researcher (SPSS, 25)

Based on table 8, with Cronbach's Alpha value of 0.956, the instrument for the Community Empowerment variable (X1) has met the reliability requirements. The value exceeds 0.60, so that the questionnaire is proven to be consistent and reliable to measure the variable in question.

2. Variable Reliability Test of Work Well-Being (X2)

Table 9 Variable Reliability Test X2

Reliability Statistics	
Cronbach's Alpha	N of Items
.937	9

Source : Processed by Researcher (SPSS, 25)

Based on table 9, the Occupational Well-Being variable (X2) has a Cronbach's Alpha value of 0.937 from 9 statement items. This value is above the minimum limit of 0.60, so all items in this variable are declared reliable. These results show that the Work Welfare instrument has a high level of consistency and is suitable to be used to measure research variables on BUMDes Citaranggul Bogor outsourcing workers.

3. Reliability Test of Organizational Commitment Variables (Y)

Table 10 Reliability Test and

Reliability Statistics	
Cronbach's Alpha	N of Items
.875	9

Source : Processed by Researcher (SPSS, 25)

Based on table 10, it shows that the Organizational Commitment variable (Y) has a Cronbach's Alpha value of 0.875. Because the value is > 0.60 , the instrument with these 9 items is declared reliable. This means that the Organizational Commitment questionnaire is consistent and reliable to be used in research on BUMDes outsourcing workers in Citaringgul Bogor.

d. Classical Assumption Test

1. Normality Test

To test whether the data is normally distributed, the researchers used the One Sample Kolmogorov-Smirnov Test.

Table 11 Normality Test

One-Sample Kolmogorov-Smirnov Test			
			Unstandardized Residual
N			58
Normal Parameters ^{a,b}		Mean	.0000000
		Std. Deviation	2.186743
		35	
Most Extreme Differences	Extreme	Absolute	.079
		Positive	.053
		Negative	-.079
Test Statistic			.079
Asymp. Sig. (2-tailed)			.200 ^{c,d}
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			
d. This is a lower bound of the true significance.			

Source : Processed by Researcher (SPSS, 25)

Based on Table 11, the number of data is 58 and Asymp. Sig. is 0.200. Because the value > 0.05 , the data was declared normal and feasible for regression analysis.

2. Multicollinearity Test

Table 12 Multicollinearity Test

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Pemberdayaan Masyarakat	.950	1.052
	Kesejahteraan Kerja	.950	1.052
a. Dependent Variable: Abs_RES			

Source : Processed by Researcher (SPSS, 25)

Table 12 shows the Tolerance value for the variables of Community Empowerment (X1) and Occupational Welfare (X2) of 0.950. The value > 0.10 and the VIF value is $1.052 < 10$. Thus, the regression model does not experience multicollinearity.

3. Heteroscedasticity Test

Table 13 Heteroscedasticity Test

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	3.545	1.862		1.904
	Pemberdayaan Masyarakat	-.031	.024	-.175	.204
	Kesejahteraan Kerja	-.006	.034	-.026	.852

a. Dependent Variable: Abs_RES

Source : Processed by Researcher (SPSS, 25)

Table 13 shows the significance values of X1 of 0.204 and X2 of 0.852. Both values > 0.05, so the regression model does not experience heteroscedasticity and meets the assumptions for further analysis

Multiple Linear Regression Analysis

To test the influence of Community Empowerment (X1) and Work Welfare (X2) on Organizational Commitment (Y), a multiple linear regression method was used. The results can be seen in the following table:

Table 14 Multiple Linear Regression Analysis Test

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	sig
		B	Std. Error	Beta	
1	(Constant)	6.150	3.492		1.761
	Pemberdayaan Masyarakat	.376	.045	.731	8.323
	Kesejahteraan Kerja	.334	.064	.461	5.253

Source : Processed by Researcher (SPSS, 25)

Regression equations

Based on the table in 14, the regression equation is obtained as follows:

$$Y = 6.150 + 0.376 X1 + 0.334 X2 + e$$

Interpretasi

1. Constant (a = 6,150)
A constant value of 6,150 indicates that if the variables of Community Empowerment and Work Welfare are 0, then the value of Organizational Commitment is 6,150.

2. Community Empowerment Coefficient ($X_1 = 0.376$) a coefficient value of 0.376 means that every increase of 1 unit of Community Empowerment will be followed by an increase in Organizational Commitment of 0.376. A positive sign indicates the direction of the parallel relationship between the two variables.
3. The Work Welfare Coefficient ($X_2 = 0.334$) coefficient of 0.334 shows that an increase of 1 unit of Work Welfare will increase the Organizational Commitment by 0.334. The relationship between variables is positive.

Based on the results of the analysis, it is concluded that Community Empowerment and Work Welfare have a positive effect on the Organizational Commitment to BUMDes Citaringgul Bogor outsourcing workers.

1. Coefficient of Determination

Table 15 Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.773 ^a	.597	.582	2.22615
a. Predictors: (Constant), Kesejahteraan Kerja, Pemberdayaan Masyarakat				

Source : Processed by Researcher (SPSS, 25)

Based on Table 15, the Adjusted R Square value is 58.2%. This indicates that X_1 and X_2 contribute 58.2% in explaining Y . The remaining 41.8% is explained by other factors not tested in this study. In other words, the influence of the two variables on the organizational commitment of BUMDes Citaringgul Bogor outsourcing workers is quite strong.

e. Water Hypothesis

1. T Test

Tabel 16 Uji T

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	sig.
		B	Std. Error	Beta	
1	(Constant)	6.150	3.492		.084
	Pemberdayaan Masyarakat	.376	.045	.731	.000
	Kesejahteraan Kerja	.334	.064	.461	.000

Source : Processed by Researcher (SPSS, 25)

The t-test in Table 16 yields sig. 0.000 for X_1 with t count 8.323, and sig. 0.000 for X_2 with t count 5.253. Because the two significance values are less than 0.05, Community Empowerment

and Work Welfare have a positive and significant effect on Organizational Commitment, respectively. Therefore, partially the two independent variables have a significant influence on the organizational commitment of outsourcing workers in BUMDes Citaringgul Bogor.

2. Uji F Table 17 Test F

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	403.521	2	201.760	40.713	.000 ^b
	Residual	272.565	55	4.956		
	Total	676.086	57			
a. Dependent Variable: Komitmen Organisasi						
b. Predictors: (Constant), Kesejahteraan Kerja, Pemberdayaan Masyarakat						

Source : Processed by Researcher (SPSS, 25)

The results of Table 17 obtained F calculation 40.713 and sig. 0.000 < 0.05. This means that X1 and X2 together have a positive and significant effect on Y. Therefore, the regression model is appropriate to explain the influence of the two variables on the Organizational Commitment of BUMDes Citaringgul Bogor outsourcing workers.

Discussion

Variables of Community Empowerment on Organizational Commitment

The results of statistical testing prove that Community Empowerment (X1) has a positive and significant effect on Organizational Commitment (Y). This is evidenced by the value of sig. 0.000 < 0.05 and t count 8.323, so that an alternative hypothesis is accepted. This means that the better the implementation of community empowerment in BUMDes Citaringgul Bogor, the higher the commitment of outsourcing workers. These findings show that empowerment has an important role in increasing employees' sense of belonging, engagement, and responsibility towards the organization. Employees who are given space to participate, convey ideas, and be directly involved in organizational programs tend to have stronger ties with BUMDes.

The results of this study are in line with empowerment theory that emphasizes the importance of access, trust, and capacity building for individuals to actively contribute. When workers feel valued and involved, there will be greater loyalty and responsibility. These findings are also supported by previous research. Handayani et al. (2023) found that empowerment has a positive effect on organizational commitment, while Zidni and Firdaus (2025) stated that employee involvement is able to strengthen loyalty and commitment. Thus, community empowerment has proven to be a key factor in increasing the commitment of outsourcing worker organizations in BUMDes Citaringgul Bogor.

Variables of Work Welfare to Organizational Commitment

Statistical tests showed that X2 had a positive and significant effect on Y with sig. 0.000 and t count 5.253. Because sig. < 0.05, H2 is accepted. This means that improving work welfare will strengthen the commitment of the outsourcing worker organization of BUMDes Citaringgul Bogor. Good well-being will create a comfortable and safe working atmosphere, so that worker loyalty and responsibility increase.

These results include physical, psychological, and social dimensions, and are supported by Tolu et al. (2021) who prove the significant influence of work well-being on commitment. Thus, work welfare is the main factor in strengthening the commitment of the outsourcing worker organization in BUMDes Citaringgul Bogor.

Variables of Community Empowerment and Work Welfare on Work Commitment

Based on the results of the study, it is known that Community Empowerment (X1) and Work Welfare (X2) together have a significant influence on Organizational Commitment (Y). This can be seen from the results of the F test which shows a significance value of 0.000 or less than 0.05, with an F-calculated value of 40.713. These results indicate that these two independent variables have an important role in shaping the commitment of the outsourcing worker organization in BUMDes Citaringgul Bogor.

The amount of contribution of these two variables can be seen from the Adjusted R Square value of 0.582. This figure shows that 58.2% of changes in organizational commitment can be explained by community empowerment and work welfare. The remaining 41.8% were influenced by other factors that were not the focus of the research, such as organizational culture, job satisfaction levels, work environment conditions, compensation system, work discipline, and personal characteristics of each worker. These findings show that increased organizational commitment is not only influenced by workers' involvement in various organizational activities, but also by the level of well-being they feel. When workers get the opportunity to grow and feel valued through empowerment programs, the sense of belonging to the organization will be stronger. On the other hand, good job well-being can create comfort so as to encourage workers to remain loyal and responsible for their work.

The results of this study reinforce the findings of several previous studies conducted by Hasanatain (2022), and Kambey et al. (2025). The studies also concluded that worker engagement and work well-being are factors that contribute to increasing organizational commitment and employee loyalty. Therefore, efforts to increase organizational commitment to outsourcing workers in BUMDes.

4. Conclusions and Suggestions

Conclusion

The results of the analysis show that the value of the Adjusted R Square is 0.582. This value means that the ability of the variables of Community Empowerment and Work Welfare in explaining changes in Organizational Commitment reached 58.2%. Meanwhile, 41.8% of the variation in organizational commitment was influenced by other factors that were not part of this research model. Based on the tests conducted on outsourced workers at BUMDes Citaringgul Bogor, it was found that Community Empowerment and Work Welfare have a positive and significant influence on Organizational Commitment, both when tested separately and simultaneously. These findings show that the better the implementation of the empowerment program and the higher the level of well-being felt by workers, the stronger their commitment to the organization.

The involvement of workers in various empowerment activities provides opportunities for them to actively participate and develop their potential. On the other hand, work welfare which includes physical, psychological, and social aspects is able to create a sense of security and comfort at work. This condition encourages the growth of loyalty, a sense of belonging, and greater

responsibility towards the organization. Thus, the success of the organization in building long-term commitment of workers is inseparable from efforts to improve community empowerment and work welfare. These two factors are important elements that need to be considered to support the sustainability and development of the organization in a sustainable manner.

Suggestions

To follow up on these findings, the leadership of BUMDes Citaringgul Bogor is advised to immediately take concrete steps by expanding worker participation in organizational activities, facilitating conducive two-way communication, and improving the comfort of the work environment in order to build workers' emotional attachment. On the other hand, outsourcing workers are also expected to compensate for these efforts by increasing loyalty, responsibility, and harmonious relationships in the work environment. Finally, for the development of science, academics can use this study as a reference, while researchers are then advised to expand the scope of research using larger respondents, different objects, and add new variables such as organizational culture, job satisfaction, compensation, and work discipline.

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