

PENGEMBANGAN MODEL PELATIHAN KEWIRAUSAHAAN BERWAWASAN SAD KERTHI LOKA BALI UNTUK MENINGKATKAN KOMPETENSI WIRAUSAHA PENGELOLA BUMDES DI PROVINSI BALI

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ABSTRAK

Pengelolaan Badan Usaha Milik Desa (BUMDesa) di Bali menghadapi masalah terbatasnya variasi usaha dan rendahnya kompetensi kewirausahaan pengelola, yang menyebabkan kurang optimalnya pemanfaatan potensi lokal. Pelatihan yang selama ini diterapkan masih berfokus pada pengurusan laporan administrasi dan keuangan, tanpa mengembangkan keterampilan inovasi dan kreativitas berbasis kearifan lokal. Oleh karena itu, dikembangkan model pelatihan kewirausahaan yang memadukan kerangka kompetensi global *EntreComp* dengan nilai-nilai lokal *Sad Kerthi Loka Bali*. Penelitian ini bertujuan mengembangkan dan menguji model pelatihan kewirausahaan berwawasan *Sad Kerthi Loka Bali* untuk meningkatkan kompetensi wirausaha pengelola BUMDes di Bali. Metode *Research and Development* (R&D) dengan model ADDIE digunakan dalam penelitian ini. Penelitian ini menggunakan pendekatan kualitatif yang ditunjang oleh beberapa aspek kuantitatif sebagai pelengkap analisis. Hasil validasi oleh pakar menunjukkan indeks Aiken sebesar 0,83 yang termasuk kategori sangat valid. Uji kepraktisan menunjukkan skor 84,87% (sangat praktis), sementara uji efektivitas menghasilkan peningkatan skor kompetensi rata-rata sebesar 39,375 poin, dengan nilai perolehan 0,669 (kategori sedang) dan skor pasca-pelatihan rerata sebesar 84,375 (termasuk kategori kompeten). Selain itu, model pelatihan *Punia Kerthi* terbukti berdampak positif terhadap peningkatan kinerja pengelolaan usaha desa oleh pengelola BUMDesa di Bali, ditunjukkan melalui peningkatan semangat kerja, kemampuan operasional dan interpersonal, perilaku ramah lingkungan, serta keselarasan visi usaha dengan nilai dharma, asih, dan prinsip keberlanjutan. Hasil penelitian ini menunjukkan bahwa model pelatihan yang dikembangkan memiliki karakteristik khas yang mengintegrasikan nilai-nilai kearifan lokal Bali dengan prinsip kewirausahaan modern. Model ini bersifat kontekstual, holistik, dan berorientasi pada keberlanjutan, untuk membentuk wirausaha desa yang berintegritas, adaptif, dan berjiwa sosial-ekologis sehingga menghasilkan pengelola BUMDes dengan kompetensi wirausaha berwawasan *Sad Kerthi* dan berkarakter *asih*, *punia*, dan *bhakti*. Pelatihan ini mendorong transformasi mindset kewirausahaan pengelola BUMDes agar mampu mengembangkan usaha secara mandiri dan berkelanjutan.

Kata kunci: Kewirausahaan, BUMDes, *Sad Kerthi Loka Bali*, *EntreComp*, Model Pelatihan Berbasis Kearifan Lokal

DEVELOPMENT OF AN ENTREPRENEURSHIP TRAINING MODEL WITH SAD KERTHI LOKA BALI INSIGHT TO IMPROVE THE ENTREPRENEURIAL COMPETENCE OF BUMDES MANAGERS IN BALI PROVINCE

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ABSTRACT

The management of Village-Owned Enterprises (BUMDesa) in Bali is currently constrained by limited business diversification and the low entrepreneurial competence of its managers, leading to the suboptimal utilization of local potentials. Existing training programs predominantly emphasize administrative and financial reporting, while neglecting the development of innovation and creativity skills grounded in local wisdom. To address this gap, an entrepreneurial training model was developed that integrates the global EntreComp competence framework with the local values of *Sad Kerthi Loka Bali*. This study aims to design and validate a culturally contextualized entrepreneurial training model that enhances the entrepreneurial competencies of BUMDesa managers in Bali. Employing a Research and Development (R&D) methodology based on the ADDIE model, this research adopted a predominantly qualitative approach, supplemented by quantitative data to support comprehensive analysis. Expert validation yielded an Aiken's V index of 0.83, indicating a high degree of validity. The practicality assessment obtained a score of 84.87%, categorized as highly practical, while the effectiveness test revealed an average competency score improvement of 39.375 points. This resulted in a gain score of 0.669 (moderate category), and an average post-test score of 84.375, which meets the competency threshold. Furthermore, the implementation of the training model demonstrated a positive impact on the performance of village enterprise management, as reflected in improved work motivation, operational and interpersonal capabilities, environmentally conscious behavior, and alignment of business vision with the values of *dharma*, *asih* (compassion), and sustainability. The results of this study indicate that the training model developed possesses distinctive characteristics that integrate the values of Balinese local wisdom with the principles of modern entrepreneurship. This model is contextual, holistic, and sustainability-oriented, aiming to shape village entrepreneurs who are ethical, adaptive, and socially-ecologically minded. It seeks to produce BUMDes managers with entrepreneurial competencies rooted in the *Sad Kerthi* perspective and characterized by *asih* (compassion), *punia* (generosity), and *bhakti* (devotion). The training encourages a transformation of the entrepreneurial mindset of BUMDes managers, enabling them to develop enterprises independently and sustainably.

Keywords: Entrepreneurship, BUMDes, *Sad Kerthi Loka Bali*, *EntreComp*, Local Wisdom-Based Training Model