

Entrepreneurial Behavior and Opportunity Recognition in Global Career Development

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Abstrak: *Motivation plays a vital role in fostering entrepreneurial behavior and influencing decisions of career advances in the international arena. The aim of this qualitative study is to understand how aspects of entrepreneurial motivation to explore cross-border professional experiences. Data collection involved semi-structured interviews with a sample of young professionals who have acquired international experience, followed by thematic analysis of transcribed interviews to create an interpretation of the data. From the thematic analysis, five thematic representations emerged, including: entrepreneurial motivation to pursue international opportunities; risk taking and risk perception in the decision-making process; adaptive learning and cross-cultural adaptability; networking and recognition of global opportunities; and merging of entrepreneurial motivation with international career theory. The results suggest the findings indicate that high motivated individuals are hungry for international opportunities, will seek information and resources to pursue their goal, and develop innovative and strategic connections to manage uncertainty. It seems international experience serves as a media/platform for entrepreneurial learning, and for fostering adaptive decision making and recognition of and facilitating opportunity use. Overall, the study demonstrates that entrepreneurial motivation is not limited to creating new ventures but motivates proactive behavior when considering global careers and career advances. From a theoretical contribution, I examined the Theory of Entrepreneurial Motivation, followed by Effectual Theory, in relation to the international career behavior exhibited. I employ practical contributions for organizations to develop workforce capabilities when considering cross-border careers, as well educational institutions in educating students to navigate this arena.*

Keywords: *entrepreneurial behavior; international career; entrepreneurial motivation; cross-cultural adaptability.*

I. INTRODUCTION

Motivation has been acknowledged as a primary driver of entrepreneurial behavior and the internationalization process for many years. In their research [1] state that motivation serves as a fundamental psychological mechanism that allows individuals to identify opportunities and form value beyond the domestic economy. This is supported by [2] who further articulate that motivation separates entrepreneurial actors, as opposed to others, as a result of their willingness to take risks and innovate in a way that transcends geographic borders. In line with the work of [3], motivation in international entrepreneurship can be broadly elucidated using two key dimensions, namely, entrepreneurial vision and employee involvement in realizing that vision.

Currently, the trend of many young professionals working abroad represents a distinct type of entrepreneurial behavior. According to [4], acts of international opportunity seeking demonstrate behavioral traits typical of entrepreneurial behaviors, such as autonomy, risk taking, and adaptability. Support this idea with their findings that career decisions rooted in exploration and innovation demonstrate behavioral patterns that are consistent with the entrepreneurial business processes [5].

Therefore, this desire for international mobility, as a means for self-development and/or opportunity seeking, can be viewed as a form of entrepreneurial behavior (although not in the traditional sense).

From a conceptual point of view, this behavior is consistent with [6], especially the need for achievement aspect that emphasizes the drive to achieve, be responsible for results, and be open to new challenges. This perspective is relevant to the main problem of the study, as many young professionals who choose to pursue careers abroad have a strong drive to prove competence, face uncertainty, and seek self-growth through international mobility. Such motivation reflects the psychological mechanism described by in which the need for achievement transforms uncertainty into directed action. This is supported by [7] which states that individuals with a high need for achievement tend to think independently and take the initiative to create opportunities rather than waiting for opportunities to come. Similarly, Sarasvathy's Effectuation Theory describes how people with entrepreneurial tendencies make decisions in uncertain environments by using resources currently available to them and creating relationships with others based on collaboration versus prediction [8].



Both theories suggest that entrepreneurial behaviors are not limited to the act of starting a business but include proactive, inventive, and opportunity-seeking mindsets in a larger life context [9]. Thus, the international career decision-making processes characterized by independence, flexibility, and purposefulness may be specifically understood as a demonstrable display of entrepreneurial behaviors. In broadening the definitional relevance of the entrepreneurship as a way of thinking and acting that can be applied in multiple life and career domains [10].

II. LITERATURE REVIEW

The concept of entrepreneurial behavior is not only limited to the establishment of new ventures but also includes proactive actions and the search for opportunities in a dynamic environment [11]. Basically, the core of this behavior lies in entrepreneurial motivation, which describes as a psychological drive centered on the need for achievement, autonomy, and tolerance for risk. Individuals with a high level of need for achievement show perseverance in the face of uncertainty as well as self-directed behaviors to achieve challenging goals [7], [12]. In the context of international careers, this motivation appears in individuals who consciously pursue global opportunities to test competencies and differentiate themselves in a competitive labor market. Thus, entrepreneurial motivation acts as a catalyst that turns personal aspirations into concrete actions in pursuing cross-border career opportunities.

Furthermore, the Effectuation Theory developed by Sarasvathy [8], [13] explains how individuals with entrepreneurial tendencies make decisions under conditions of uncertainty by utilizing available resources, rather than relying on predictive logic. This approach to decision-making, characterized by the principles of affordable loss, strategic partnerships, and leveraging contingencies, allows individuals to act and learn iteratively in an unfamiliar environment. In the context of global careers, professionals demonstrate effectual logic as they navigate cross-cultural challenges, leveraging existing networks, skills, and information to create new opportunities [8]. This relationship between effectuation and entrepreneurial motivation shows how individuals are able to transform uncertainty into opportunity

recognition, illustrating that the international career journey itself can function as a process of entrepreneurial learning and adaptation [14].

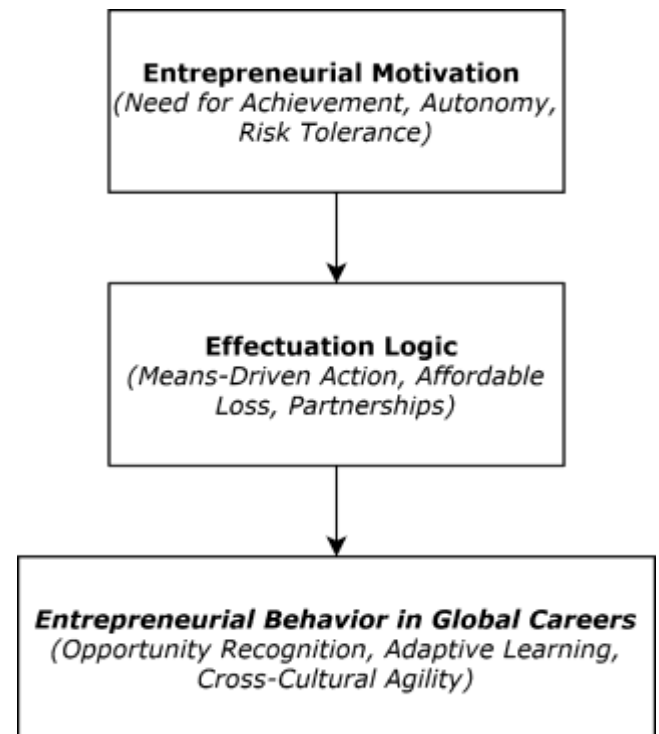


Figure 1. Research Framework

Source: Author own work

Furthermore, the literature shows that opportunity recognition operates as a cognitive as well as a social process embedded in a global context [12]. Individuals with an entrepreneurial orientation are often able to recognize opportunities through pattern recognition as well as the ability to connect different pieces of information that are scattered across cultures or institutional boundaries. In international mobility, this opportunity recognition is strengthened through cross-cultural experiences, professional networking, and exposure to diverse norms, all of which enrich one's entrepreneurial cognition [15]. Thus, entrepreneurial behavior in global career development can be understood as the integration of motivational, cognitive, and behavioral mechanisms then driven by the need for achievement, carried out through effectual decision-making, and maintained through opportunity recognition in a complex transnational context.



III. RESEARCH METHOD

This study employed a qualitative exploratory approach to understand how entrepreneurial motivation influences individuals' decisions to pursue international career opportunities. Guided by Yin,[16] case study framework, this approach allowed for an in-depth examination of personal experiences and motivational processes within real-life contexts. Primary data were obtained through semi-structured, in-depth interviews with five graduates of vocational training centers (LPK) from Bandung who have worked abroad, selected using purposive sampling to capture diverse experiences and insights. Supplementary data such as academic articles and institutional reports were reviewed to provide theoretical and contextual support. Data were analyzed using thematic analysis, following the stages of data organization, coding, and interpretation. Themes were derived both deductively from need for achievement and effectuation theory and inductively from participant narratives. Triangulation across interview findings and secondary materials enhanced validity, while ethical principles were upheld through informed consent and confidentiality. This approach enabled a comprehensive understanding of how entrepreneurial motivation shapes proactive, opportunity-driven career behavior in global settings.

IV. RESULT AND DISCUSSION

Result

The thematic analysis revealed that entrepreneurial motivation played a significant role in shaping participants' intentions and actions toward pursuing international career opportunities. Three major themes emerged: achievement-driven self-development, autonomous opportunity-seeking, and adaptive learning under uncertainty.

The first theme, achievement-driven self-development, highlights how the decision to work abroad was motivated by the intrinsic need for achievement. Several respondents emphasized that going overseas was a personal challenge to measure their capabilities and resilience. One participant shared, *"I wanted to know if I could survive and succeed without my family's support."* Another said, *"It was not only about income, but about proving to myself that I could handle responsibility and pressure in a different country."* This desire aligns with McClelland's argument that individuals with high achievement motivation are driven to set challenging

goals, assume personal responsibility for outcomes, and seek performance feedback. These findings confirm that working abroad, for many participants, represented a psychological project of self-mastery rather than merely a financial pursuit.

The second theme, autonomous opportunity-seeking, captures how participants demonstrated self-initiative in identifying and securing international employment. Most respondents actively navigated institutional networks, online job platforms, or alumni connections to obtain overseas placements. One participant mentioned, *"I searched for agencies and compared programs myself because I wanted to decide which country suited me best."* This pattern of self-directed behavior aligns with *entrepreneurial behavior* that emphasizes autonomy, initiative, and calculated risk-taking. The participants' actions also reflect the logic of *effectuation*, in which individuals rely on available means rather than waiting for ideal conditions.

The third theme, adaptive learning under uncertainty, describes participants' ability to transform challenges in unfamiliar cultural and work settings into valuable learning experiences. Many reported initial struggles with language barriers, different work ethics, and expectations, but gradually adapted through experiential learning. One participant reflected, *"At first, I made a lot of mistakes, but every mistake became a lesson. I became more confident and creative."* Another noted, *"Adapting to their system taught me to think faster and manage pressure better."* These insights resonate with effectual decision-making, where uncertainty is not avoided but managed through iterative learning and relationship building [17]. Such adaptive behaviors illustrate how entrepreneurial learning takes place beyond traditional business contexts.

Collectively, these findings indicate that entrepreneurial motivation shapes international career behavior through a process of self-regulated action, learning, and adaptation. Participants displayed high levels of traits that are central to entrepreneurial behavior. The analysis also reveals that pursuing an international career can serve as an avenue for expressing entrepreneurial agency, where individuals apply entrepreneurial logic to navigate complex and uncertain environments. This supports the notion that entrepreneurship is not confined to business creation



but can manifest as a behavioral orientation in diverse life and career domains.

Discussion

4.1 Entrepreneurial Drive and the Pursuit of International Opportunities

The results showed that the intrinsic desire for success and independence, in particular, was a major factor in people's decision to pursue careers abroad [18]. International exposure was frequently cited by participants as a way to increase their skill set and set themselves apart in competitive settings. This is consistent with the idea of the need for achievement, which holds that people are driven to pursue difficult objectives that push and develop their skills.

Additionally, respondents cited autonomy as a psychological component that supports their quest for global opportunities. Many saw studying or working abroad as a way to experiment with new ideas, make independent decisions, and innovate without strict organizational restrictions. One consistent behavioral pattern that reflected proactive goal orientation and opportunity-seeking tendencies was the entrepreneurial spirit of taking initiative and embracing uncertainty [19].

Additionally, respondents thought that traveling abroad was a means of gaining entrepreneurial capital, such as credibility, knowledge, and abilities that improve long-term job prospects. This finding highlights how international mobility can be a calculated investment for career differentiation, enabling people to use their experiences to advance into leadership or entrepreneurial positions in the future.

4.2 Risk Perception and Decision-Making Logic

The research indicated that entrepreneurs relate to risk in a way that identifies it more as opportunity than threat, which corresponds with effectuation logic [8]. Respondents stressed that uncertainty of an international nature encourages creative problem solving as well as opportunistic and flexible decision-making rather than decision avoidance. This ability to engage in adaptive interpretation of risk is consistent with the affordable loss principle, in which individuals commit resources related to any new undertaking to only an amount they can afford to lose [20].

Respondents indicated that their pursuit of a global career was motivated more by the perceived value of learning experiences rather than certainty of outcome [21]. They demonstrated means-driven action by actively leveraging existing skills, networks, and resources to bring new opportunities into existence in a foreign country. This attitude demonstrates entrepreneurial logic of career construction, in which careers emerge iteratively through interactions with real-world constraints and evolving goals overall.

Yet another significant finding was tolerance for ambiguity and the ability to navigate uncertainty in the context of cross cultural uncertainty emerged a defining characteristic of entrepreneurial decision-making. Respondents who displayed greater tolerance for ambiguity seemed to persist longer in adjusting to new environments, indicating that entrepreneurial risk perception may catalyze persistence and sustained motivation.

4.3 Adaptive Learning and Cross-Cultural Agility

The findings suggest that the gain of international experience jointly encourages learning, adaptability, and shapeshifting, critical components of entrepreneurial competence. Respondents highlighted that exposure to different norms and working patterns intensified their ability to read ambiguous situations and respond with creativity and improvisation. This aligns with the entrepreneurial learning theory, which emphasizes learning through action, reflection, and interaction with a diversity of lived experiences.

Respondents noted that the majority of learning was grounded in experiential learning that occurred through trial and error when actively engaging in processes of experiencing various forms of cultural difference. Experiences such as these contributed to the development of capabilities such as self-efficacy, cultural empathy, and creative adaptability, skills invaluable in both entrepreneurial and global career pathways [22]. Adaptive capabilities such as these can allow learners to transform challenges into learning.

Finally, the ability to develop cross-cultural shapeshifting, or the ability to adapt behavior and communication across a variety of cultures, was discovered to support flexibility in careers and the ability to recognize opportunities. Thus, procedural knowledge allowed respondents to dynamically



combine entrepreneurial thinking with intercultural thinking to boost effectiveness as global collaborators and leaders.

4.4 Networking and Opportunity Recognition in Global Contexts

Networking was a critical mechanism linking motivation to become an entrepreneur with international career continuation. Respondents frequently reported that both personal networks and professional ones were a pivotal resource for accessing international opportunities, especially through access to referrals, mentorship, and collaborative projects. The nature of the relationships and their diversity influenced the extent of international exposure that shaped access and success in globalizing careers [23].

Moreover, this research uncovered that entrepreneurs practice network bricolage, whereby they are engaged in socially accessing and combining existing relationships and resources, resulting in being exposed to new opportunities internationally. This behavior suggests a recognition of opportunity as an embedded social process dependent on information flow and trust among members of the network. The respondents leveraged their networks to identify global market gaps, funding sources, and co-created projects that led to career advancement internationally.

Additionally, networking among diverse cultures enhanced respondent's global mindset to access and act upon opportunities across borders. The connection of entrepreneurship with international global networking illustrates an example of how social capital is a network-based means that has led to increased engagement in the field of globalizing career.

4.5 Integrating Entrepreneurial Motivation with International Career

The synthesized findings of this work indicate that motivation toward entrepreneurship, specifically in terms of a need for achievement, autonomy, and risk taking, serves as a psychological impetus for initiation and sustainment of an international career. Such motivation matches with the boundaryless career framework in which career success is self-directed, flexible, and based on opportunities rather than organizations.

Further, connecting the ideas of motivation to entrepreneurship with international careers suggests reciprocal relationships between personal agency and learning within contexts. An individual with high entrepreneurial motivation is more likely to pursue experiences that are boundaryless and expand their human and social capital. As individuals are exposed to international contacts, relations, and contexts, they strengthen entrepreneurial abilities such as adaptability and recognition of opportunities

In conclusion, the contributions to theory include the integration of effectuation logic into international career behavior, where individuals with entrepreneurial mindsets navigate the uncertainties of the world's global markets through iterative learning, partnerships, and networked opportunities. The synthesis of these contributions brings us a new way of viewing the character of entrepreneurial motivation as both a motivator for and an outcome of global career paths.

V. CONCLUSION AND SUGGESTIONS

The study establishes that entrepreneurial motivation is a key factor in influencing international career behavior. The need for achievement, autonomy, and risk-taking drive people towards opportunities outside their own borders. The study findings also reveal implications for international mobility as a new form of entrepreneurial action, where individuals translate their psychological motivation into proactive career strategies within uncertain environments. Thus, entrepreneurial motivation extends beyond the creation of a firm, as it serves as a behavioral orientation for individuals in seeking opportunities, innovating, and developing skills across cultures.

Additionally, the results of this study further suggest that effectuation logic, or essentially, acting on available means and learning through an iterative process, influences decision-making regarding international careers [24]. Individuals with a strong entrepreneurial orientation are more likely to view uncertainty as a basis for learning versus as a constraint [21]. This orientation enables resilience, adaptability, and agility across cultures while allowing individuals to turn ambiguity into strategic advantage. As such, international careers become a vehicle for entrepreneurial learning where the accumulation of experiences reinforces motivation and capabilities in a feedback loop.



In practical terms, these findings imply that organizations and educational institutions should consider fostering entrepreneurial motivation as a fundamental skill in youth employability on a global scale. Programs that promote autonomy, opportunity recognition and risk taking could prepare youth better for career development trajectories that increasingly cross boundaries. Policymakers could also consider cross-border mobility initiatives that will immerse young people into systems that engage and promote entrepreneurship, as it may enhance competitiveness around human capital in global labour markets. Future research could explore longitudinal designs for capturing how young people's entrepreneurial motivation evolves over time through their international experience and will be part of sustainable career development [10]. We encourage researchers to develop this line of inquiry so that we can further develop a rich theory of entrepreneurial behavior that connects psychological motivation with the phenomenon of international labor mobility [10], [25].

4.6 Limitations and Future Research Directions

While this research provides valuable and crucial insights into the intersection of entrepreneurial motivation and the behavior of professionals moving into international careers, it is important to quickly acknowledge some limitations. First, the qualitative nature of the study, along with a sample size that limited data generation and coding, makes it difficult to generalize findings [16]. Data were largely drawn from self-reported perceptions and reflections after the fact, which may have been influenced by subjectivity or recall bias. This research also focused on early-stage professionals, therefore leaving potential variation in the dynamics of motivation across career stages or culture unexamined. In summary, while the qualitative methodology employed here emphasized depth and relevance, future research could utilize mixed methods and/or longitudinal data, which may enhance external validity and provide a stronger theoretical basis.

There are opportunities for future research to explore the interaction between contextual and institutional factors, such as labor mobility policies, entrepreneurial ecosystems, and cross-cultural support systems, with entrepreneurial motivation influences on international career decisions. Comparative research designs could help in deeply understanding how situated factors shape decisions in regions or industries. Of course, some approaches may combine these aspects and involve quantitative research

designs. For example, using structural equation modeling or network analysis would allow researchers to test the causal pathways between motivational constructs, or types of motivation, and behavioral outcomes and career decisions. Furthermore, there may be exploration of mediation, in particular through entrepreneurial learning and self-efficacy, between individuals' intrinsic motivation and their career capital, and understanding how or why individuals build global career capital through entrepreneurial motivation.

VI. REFERENCES

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