



SUSTAINABLE ACCOUNTING PRACTICES IN A VILLAGE-OWNED ENTERPRISE: A TRIPLE BOTTOM LINE CASE STUDY OF CAFE JAMU BUMDES KEPUHANYAR

Franciska Diah Ayu Noviana¹⁾, Rohmawati Kusumaningtias²⁾, Nur Hayati AB Samad³⁾

^{1,2)} Faculty of Economics and Business, Surabaya State University, Indonesia

³⁾ Faculty of Accountancy, University Technology MARA, Malaysia

^{1,2,3)} email Author : franciska.23447@mhs.unesa.ac.id, rohmatikusumaningtias@unesa.ac.id, nurhayati321@uitm.edu.my

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*Correspondence:

Name: Franciska Diah Ayu

Noviana

E-mail:

franciska.23447@mhs.unesa.ac.id

Editorial Office

Ambon State Polytechnic

Center for Research and

Community Service

Ir. M. Putuhena Street, Wailela-

Rumahtiga, Ambon

Maluku, Indonesia

Postal Code: 97234

ABSTRACT

Introduction: This study aims to analyze the implementation of sustainable accounting practices using the Triple Bottom Line framework at Cafe Jamu, a village-owned enterprise (BUMDes) in Kepuhanyar, Mojokerto.

Methods: This study uses a qualitative case-study approach based on Geoff Lamberton's 2000 sustainable accounting framework, which includes five evaluation components: sustainable financial performance, eco-efficiency, ecological sustainability, intragenerational equity, and intergenerational equity. Data collection involved semi-structured interviews, observation, and document analysis. The results were analyzed using the interactive analysis model by Miles, Huberman, and Saldaña. Data validity was maintained through source and method triangulation, with results confirmed by informants.

Results: The results indicate that Cafe Jamu has implemented sustainable activities despite the absence of a formal accounting and reporting system. Empirical findings highlight five key areas: sustainable financial performance, eco-efficiency, ecological sustainability, intragenerational equity, and intergenerational equity. These practices are reflected in business stability, effective utilization of available resources, business reliance on local raw materials, community empowerment in the village, and preservation of knowledge about the use of traditional herbal medicines. Based on stakeholder theory, sustainability practices are influenced by local stakeholders' interests and needs, and legitimacy theory implies that the social legitimacy of BUMDes will be related to the alignment of its operations with the community.

Conclusion and suggestion: According to the study's findings, Cafe Jamu's sustainable accounting practices are unevenly implemented, with environmental and cultural factors prioritizing distribution, and economic factors. To improve economic performance while upholding community-based sustainability values, it is recommended that the company gradually establish a basic financial and sustainability recording system.

INTRODUCTION

Over the past two decades, the direction of global economic development has shifted dramatically away from a profit-oriented growth focus toward a sustainable paradigm approach. This shift has emerged not only as a response to growing awareness of environmental crises and social inequality, but also from the ethical imperative that economic

activities contribute equally to society and the planet (Schaltegger et al., 2022). Along with developments in accounting, this evolution has given rise to the concept of sustainability accounting, which emphasizes corporate responsibility not only in financial terms but also in social and ecological dimensions (Gray, 2010; Lamberton, 2005). This concept is based on the Triple Bottom Line (TBL) principle, which balances profit, people, and planet (Elkington, 1998), and has now become the main foundation for sustainability reporting practices in various industries (Hourneaux et al., 2018).

At the global level, various studies show that the application of TBL-based accounting has become a strategic instrument for increasing the transparency and legitimacy of organizations in the eyes of stakeholders (Nogueira et al., 2022). However, the implementation of sustainable accounting in the field is still dominated by large companies and multinational corporations, while small and micro enterprises, as well as community-based economic entities such as Village-Owned Enterprises (BUMDes), have not been fully achieved (Depken & Zeman, 2018; Siagan & Sitorus, 2024). In fact, these community-based entities have significant opportunities to promote sustainable development from the grassroots level, mainly due to their close connection with local social, cultural, and traditional values (Galli et al., 2024; Hadi et al., 2024). In Indonesia, BUMDes serve as drivers of the rural economy and tools for achieving Sustainable Development Goals at the local level (Siagan & Sitorus, 2024). Meanwhile, most BUMDes still rely on traditional accounting models that emphasize operational efficiency and profit, without accounting instruments that can capture their social and ecological impacts (Nasution & Agustin, 2020).

This phenomenon is evident in Kepuhanyar Village, located in Mojoanyar District, Mojokerto Regency, through the establishment of the Kepuhanyar Village-Owned Enterprise (BUMDes) to develop a village economy based on local strengths. One of the key innovations that emerged from this is the Kepuhanyar BUMDes Jamu Cafe, a business that successfully combines the creative economy with efforts to preserve the tradition of jamu as an important part of Indonesia's cultural heritage. This cafe not only functions as a commercial business unit, but also as a center for social and cultural activities that strengthen the values of mutual cooperation, support women's empowerment, and preserve herbal plants. However, the Cafe Jamu's performance reporting and accountability practices still rely heavily on financial indicators alone. Social aspects, such as community involvement, efforts to preserve natural resources, and the ecological impact of business activities, are not yet fully measured or reflected in its reporting system (Sinarwati & Adi, n.d.; Yuliarti & Wulandari, 2023).

From a conceptual perspective, sustainability accounting theory, which is generally designed for corporate scale, has not been able to explain the socio-economic realities that arise in rural communities. The literature on sustainability accounting to date has largely focused on corporate sustainability reporting, which complies with international standards such as the Global Reporting Initiative (GRI) or ESG reports, but is not fully aligned with the economic dynamics of communities (Diantoro et al., 2024; Gray, 2010). In rural areas, sustainability practices are often not reflected in formal reports, but rather through social interactions, joint involvement, and cultural relationships that develop within the community. As a result, universal accounting approaches often fail to capture local elements, such as harmony among residents, ecosystem balance, and the spiritual aspects of village work activities (Guthrie & Parker, 2011). In practice, managers of Village-Owned Enterprises (BUMDes) often face obstacles in adapting the Triple Bottom Line principle into a recording system that is relevant to the context and easy to implement (Depken & Zeman, 2018; Fahmie et al., 2025). This epistemological tension shows that accounting practices are not merely technical tools for reporting, but also social constructs that reflect certain values, norms, and ideologies (Bebbington & Unerman, 2020; Wildowicz-Giegiel, 2014). Therefore, there is an urgent need to design an accounting model that is not only financially responsible but also responsive to society and culturally grounded.

Empirical research exploring the implementation of sustainability accounting at the community level, particularly in rural economic institutions, is still limited. Most previous studies have focused on large-scale companies and formal sustainability reports (Schaltegger et al., 2022; Zik-Rullahi & Jide, 2023), while studies examining the influence of social and cultural values on accounting practices in local environments are still rare. Furthermore, research on Village-Owned Enterprises (BUMDes) tends to emphasize operational management aspects rather than exploring the value systems and social meanings underlying their accounting practices (Diantoro et al., 2024; Siagan & Sitorus, 2024). This situation reveals a significant knowledge gap regarding how the Triple Bottom Line (TBL) principle can be interpreted through a social and cultural lens in the village context.

With the accelerating pace of social change in rural areas and increasing pressure for transparent and inclusive governance systems, the urgency of this study is increasingly pressing. Particularly in the case of Cafe Jamu at the Kepuhanyar Village-Owned Enterprise (BUMDes), economic practices that are rich in social and cultural values risk losing their essence if they continue to be evaluated solely on the basis of financial indicators. Furthermore, a "crisis of representation" is evident in rural accounting, where forms of social accountability rooted in local values are often marginalized from the official reporting framework (Bebbington & Unerman, 2020). Therefore, this study aims to address this gap through an in- depth exploration of the social dimensions of sustainable accounting practices and the development of a more adaptive and reflective model that is aligned with the Triple Bottom Line principle. With this approach, this research not only expands the literature on sustainable accounting but also provides practical insights to improve the governance of BUMDes to connect local values with global sustainable development goals (SDGs).

Based on the general situation described above, there is a deep need, both academically and socially, to explore further how sustainable accounting practices are implemented, interpreted, and constructed by economic actors in villages. Using a qualitative approach through case study methods, this study aims to trace the translation of the Triple Bottom Line principle into accounting operations at the Jamu Cafe of the Kepuhanyar Village-Owned Enterprise (BUMDes). This study seeks to reveal the role of local social, cultural, and spiritual values in shaping perspectives on accountability and sustainability. Through this exploration, this study is expected to provide empirical and theoretical contributions in designing a sustainable accounting model that is more community-based, humane, contextual, and ecologically just a reflective effort to shift accounting practices from mere number crunching to a deeper understanding of life.

The development of the concept of sustainable accounting and the TBL framework originated from the theoretical basis first formulated by Lamberton (2000) in his work, "Accounting for Sustainable Development – A Case Study of City Farm." In this article, he introduced the triple bottom line approach, which covers economic, social, and environmental aspects as the main basis for assessing the sustainability of an organization. This idea was further developed in his work, "Sustainability accounting – a brief history and conceptual framework", in which he emphasized the importance of integrating non- financial elements into everyday accounting practices (Lamberton, 2005). A similar approach was developed by Bebbington et al. (2007), who highlighted how accounting technology and sustainability evaluation methods can improve transparency and support better decision- making related to sustainability.

LITERATURE REVIEW

A. Theoretical Study

This theoretical study serves as a conceptual basis for exploring the application of sustainable accounting practices in Village-Owned Enterprises (BUMDes), utilizing the Triple Bottom Line (TBL) framework and its relationship with Sustainable Development Goals (SDGs) in villages. The main theories used as references in this study include Stakeholder theory, Legitimacy theory, and the Triple Bottom Line (TBL) Framework.

a. Stakeholder Theory

Stakeholder theory asserts that companies are responsible not only to shareholders but also to all parties affected by the organization's operations, such as the community, government, customers, and the surrounding ecosystem (Freeman et al., 2025). In the field of sustainable accounting, this theory serves as a basis for integrating social and environmental aspects into the decision-making process. Córdova-Aguirre & Ramón-Jerónimo (2024) that the application of stakeholder theory to small and medium-sized enterprises in developing countries serves as a strategy for designing a sustainability evaluation framework based on the Triple Bottom Line (TBL). This theory helps organizations realize that economic success cannot be separated from social contributions and ecological responsibility. In their study on Stakeholder Engagement Strategies that Take into Account Trade-offs between the Pillars of the Triple Bottom Line, Dekker (2025) emphasize that stakeholder engagement is a crucial element in balancing the economic, social, and environmental dimensions of a sustainable value chain. In the context of Village-Owned Enterprises (BUMDes), this theory is particularly relevant because these entities operate based on the principles of community participation and

empowerment. Key stakeholders, such as village governments, local residents, and consumers, play a crucial role in determining business sustainability policies and accountability (Murni & Malik, 2022).

b. Legitimacy Theory

Legitimacy theory assumes that organizations strive to ensure their activities are socially acceptable and aligned with societal norms and values (Suchman & Mark C, 1995). In sustainability accounting, this theory explains why companies or public institutions, such as BUMDes, engage in social responsibility reporting and practices to gain social legitimacy. Crossley et al. (2021) highlight that sustainability practices in small and medium-sized enterprises are often driven by the need to maintain social legitimacy, not merely compliance with regulations. (Ali et al., 2020) add that the use of visuals and narratives in sustainability reporting is a communication tool to strengthen the legitimacy of organizations in the eyes of the public. Juusola & Srouji (2022) found that challenges in sustainability accounting reporting usually arise from legitimacy pressures from the public, especially when organizational activities are linked to the Sustainable Development Goals (SDGs). This shows that social legitimacy is a key motivator for sustainability transparency and accountability at the local level. In the context of the Jamu Cafe Village-Owned Enterprise (BUMDes) in Mojokerto, legitimacy theory can explain how efforts to preserve local culture through traditional herbal medicine products also serve as a strategy to gain acceptance and social support from the village community.

c. Triple Bottom Line (TBL) Framework

The Triple Bottom Line concept is a conceptual framework that evaluates organizational performance based on three dimensions, namely profit, people, and planet (Elkington, 1998). This approach forms the basis of sustainability accounting because it requires organizations to balance these three aspects in their performance planning and reporting. Singh & Rahman (2021) integrating TBL with SDGs creates a multi-stakeholder framework that enables companies to systematically measure social and environmental impacts. Murni & Malik (2022) emphasized that TBL can be an evaluation tool for the implementation of green accounting at the regional level, including in village economic institutions. Chipimo et al. (2025) show that the application of Environment, Social, and Governance (ESG) as an evolution of TBL can increase profitability while enhancing corporate social responsibility, especially in emerging markets. Therefore, the TBL concept can be used as a theoretical basis for assessing the sustainability of the Village-Owned Enterprise (BUMDes) Cafe Jamu, not only in terms of financial profits, but also social contributions (empowerment of rural communities) and environmental preservation (use of natural ingredients and management of herbal medicine waste).

d. Sustainable Development Goals (SDGs) and Sustainability Accounting

Sustainability accounting plays a crucial role in integrating Sustainable Development Goals (SDGs) into an organization's management and reporting systems. Elalfy et al. (2020) show that organizations that actively report on SDGs have a higher awareness of the social and environmental impacts of their business activities. Erin et al. (2022) add that SDGs can be used as strategic indicators in sustainability accounting systems, particularly for the public sector and local institutions in Africa. In Indonesia, Village SDGs are a local adaptation of global SDGs that focus on poverty alleviation, local economic development, and rural environmental preservation. Thus, sustainable accounting practices implemented by BUMDes can serve as an accountability mechanism for achieving SDGs at the micro level, particularly at BUMDes Cafe Jamu in Mojokerto.

B. Previous research/literature review

The development of the concept of sustainable accounting and the TBL framework originated from the theoretical basis first formulated by Lamberton (2000) in his work, "Accounting for Sustainable Development – A Case Study of City Farm." In this article, he introduced the triple bottom line approach, which covers economic, social, and environmental aspects as the main basis for assessing the sustainability of an organization. This idea was further developed in his work, "Sustainability accounting – a brief history and conceptual framework", in which he emphasized the importance of integrating non- financial elements into everyday accounting practices (Lamberton, 2005). A similar approach was developed by Bebbington et al. (2007), who highlighted how

accounting technology and sustainability evaluation methods can improve transparency and support better decision-making related to sustainability.

When applied to small and medium-sized enterprises (SMEs), the TBL framework still faces significant practical limitations. Depken & Zeman (2018) identified various obstacles, such as a lack of funding and human resources, which make it difficult for SMEs to implement comprehensive sustainability accounting systems. These findings are in line with Galli et al. (2024) who showed that sustainability reporting in SMEs is often symbolic, failing to reflect actual activities. Empirical research by Hourneaux et al. (2018) adds that although industrial companies report on all three pillars of TBL, economic indicators often dominate over social and environmental indicators. From a policy perspective, Nogueira et al. (2022) reaffirm the need for a balance between these three pillars to achieve sustainable economic development.

Several recent studies have positioned TBL and sustainable accounting practices in the socio-economic context of Indonesia, particularly in rural businesses. Sinarwati & Adi (n.d.) examined the role of Village-Owned Enterprises (BUMDes) in supporting Village Sustainable Development Goals (SDGs) and found that their social orientation was quite strong, but the integration of environmental aspects was still weak. Yuliarti & Wulandari (2023) also identified the partial application of environmental accounting practices in BUMDes, which focused more on environmental cost reporting than comprehensive sustainability disclosure. Siagan & Sitorus (2024) argue that Village-Owned Enterprises (BUMDes) have significant potential to achieve SDGs at the village level, even though their financial reporting systems are still stuck in conventional accounting. In contrast, Hadi et al. (2024) used Interpretative Structural Modeling (ISM) to develop a strategic model for sustainable BUMDes development and concluded that the social dimension has the strongest influence, while environmental factors receive less attention.

Parallel research on SMEs in Indonesia shows a similar pattern. Amerieska et al. (2021) introduced the Batman Ribone (Batik Malangan Triple Bottom Line) program, which shows that the application of TBL principles can improve economic and social performance, although environmental efforts are still inadequate. Fauziyah & Handayani (2021) analyzed sustainability practices in local coffee shops and found that the economic pillar often dominates the decision-making process. A phenomenological study by Diantoro et al. (2024) reveals that many SMEs view sustainability more as a moral issue than a structural or operational one, indicating a gap in the adoption of formal accounting. More broadly, Fahmie et al. (2025) propose a practical roadmap for the implementation of sustainability accounting in Indonesian SMEs, concluding that success depends on institutional support, technical guidance, and a reporting framework tailored to the local context.

At the conceptual level, international literature such as Golubeva, (2022); Scarpellini, (2022) emphasizes how managerial discourse and circular business models can strengthen the legitimacy and social aspects of sustainability reporting. Overall, these studies show that although the TBL framework is theoretically mature, its implementation in practice, especially in micro-enterprises and communities, is still inconsistent and fragmented. In Indonesia, most studies focus more on descriptive analysis and local adaptation of sustainability concepts in BUMDes and SMEs, without actually operationalizing Lamberton's TBL model in a form that can be measured or verified empirically.

The synthesis of these various studies reveals several key patterns. First, the economic dimension of sustainability consistently receives higher priority than social and environmental aspects as seen in (Hourneaux et al., 2018; Nogueira et al., 2022; Yuliarti & Wulandari, 2023). Second, many empirical studies are still descriptive in nature, with minimal model testing or quantitative validation (Fahmie et al., 2025; Hadi et al., 2024). Third, studies that integrate the TBL framework into accounting systems for SMEs and Village-Owned Enterprises (BUMDes) are still rare, and most do not explicitly use Lamberton's conceptual model. As a result, this literature reveals a research gap regarding the empirical adaptation of sustainability accounting models, particularly TBL-based frameworks in community businesses and micro-entities.

This study aims to fill this gap by empirically applying Lamberton's Triple Bottom Line Accounting Model to SMEs and BUMDes in Indonesia. We aim to develop a sustainability accounting framework that is sensitive to the local context, while capturing the interactions between economic, social, and environmental dimensions at the small business level. Thus, this study contributes to theoretical strengthening through the

operationalization of the Lamberton model in developing countries and its practical application, by providing a measurable and flexible sustainability reporting approach to support the Village SDGs agenda.

RESEARCH METHODS

This article uses qualitative research to explore how sustainable accounting is implemented based on the Triple Bottom Line model developed by Lamberton (2000) in his research, “Accounting for Sustainable Development: A Case Study of City Farm.” This case study focuses on Jamu Cafe, which is managed by BUMDes Kepuhanyar in Mojokerto with a focus on integrating economic, social, and environmental aspects into the accounting and sustainability reporting systems at the village level.

The evaluation framework for this study refers to five components of sustainability, namely Sustainable Financial Performance, Ecological Efficiency, Ecological Sustainability, and Intergenerational Equity. Sustainable Financial Performance examines increases in sales revenue from herbal medicines, efficient production costs, consistent cash flow, and product diversification to maintain the business. Ecological Efficiency is assessed by tracking reductions in single-use plastic and energy consumption in kitchen processes, while promoting organic waste composting. Ecological Sustainability involves using organic farming methods that avoid synthetic pesticides, following wastewater treatment guidelines, and using natural colors and flavors. Intragenerational equity focuses on empowering local labor through an inclusive pricing system and providing training opportunities for women and youth. Intergenerational equity is assessed by ensuring that traditional herbal medicine knowledge is passed on to school-age children. This includes minimizing production activities to reduce long-term environmental degradation and providing entrepreneurship training for the next generation.

Participants were deliberately selected based on their relevance and insight. The group included the Kepuhanyar Village Head, who is the initiator and strategic policy maker, Jamu Cafe employees involved in operations, and local herbal suppliers who are part of the production supply chain. This sampling technique aims to provide a comprehensive view of the situation at the strategic, operational, and ecological levels. Data collection involved semi-structured interviews, participant observation, and document analysis. The research instruments used included interview guides based on indicators related to Lamberton components, observation sheets for operational and environmental procedures, and checklists for analyzing financial reports, cash flow documents, social activity records, and evidence of environmental management. The analytical procedure was influenced by the interactive model of Miles, Huberman, and Saldaña, which involves simultaneous data collection, data display, data condensation, and drawing conclusions (Miles et al., 2014). Data validity was maintained by applying source and method triangulation, accompanied by confirmation of the results with informants. The results of this study reveal empirical findings on how BUMDes integrate sustainability principles into economic, social, and environmental activities holistically, as well as develop a TBL-based sustainable accounting model that is appropriate to the context of village organizations to support the achievement of Sustainable Development Goals (SDGs) at the local level.

RESULT AND ANALYSIS

A. Result

a. Sustainable Financial Performance

Based on indicators of revenue growth, cash flow stability, cost efficiency, and product diversification, interviews with the village head and cafe employees revealed that Cafe Jamu experienced significant revenue fluctuations as it was still in the development stage. The village head emphasized that the cafe's success was determined by increased consumption of traditional herbal medicine and the health of the local community, in addition to its revenue. Observations show that daily sales are still dominated by other complementary products in the form of snacks. Analysis of documents and interviews with cafe employees show that there is no system for recording expenses, reconciliation, or routine reporting instead, all transactions are recorded manually in a book. Field observations confirmed that there is no evaluation or reconciliation system based on financial performance indicators. Interviews with suppliers revealed that demand from the cafe is still relatively small, so it is not yet able to be their main source of income. Overall, the findings show that the use of Sustainable Financial Performance components has not been optimally implemented, especially in terms of systematic measurement and reporting.

b. Eco Efficiency

Based on indicators of plastic reduction, kitchen energy efficiency, and organic waste utilization, observations show that the production process relies on manual labor and has relatively low energy consumption. Interviews with suppliers explain the use of herbal products made from local plants. This not only reduces transportation and distribution costs but also significantly lowers carbon emissions. Interviews with cafe employees confirm that the use of simple equipment reduces water and electricity consumption. Observations show that plastic use remains a challenge that has not been fully addressed. For on-site consumption, they have switched to glasses, but for takeaway purchases, plastic remains the primary choice due to its affordability and the lack of environmentally friendly alternatives. Overall, the eco-efficiency of this cafe remains informal and has not yet been recorded in a formal reporting system. In fact, there are no specific indicators to monitor initiatives aimed at reducing waste, water use, or energy consumption.

c. Ecological Sustainability

Based on indicators of organic cultivation, liquid waste management, and the use of natural coloring and flavoring agents, interviews with suppliers indicate that the main source of herbal raw materials comes from local plants grown without synthetic pesticides. The main raw materials come from local plants, most of which can be grown directly by villagers. Furthermore, the liquid waste from this cafe does not contain any hazardous chemicals. Observations and interviews with suppliers indicate that herbal medicine is produced using natural spices without synthetic colors and flavors, so that the final waste product in the form of herbal residues, is organic and relatively harmless to the environment. Although cafe employees claim that this waste can be converted into compost, no official composting facilities or processes were found, and environmental impact reports were not available in the recorded data. In the context of Ecological Sustainability, observations and interviews with the village head showed the village government's commitment, reflected in the construction of a waste transfer station aimed at improving the waste sorting system. However, there are currently no specific procedures for processing this organic waste into compost. Ecological sustainability indicators are indeed met in terms of natural resources, but the environmental impact evaluation and reporting system has not been fully established. As a result, even though ecological sustainability is practiced, it does not have a formal assessment framework.

d. Intergenerational Equity

Based on indicators of traditional herbal medicine knowledge preservation among school children, reduction of environmentally damaging production practices, and herbal entrepreneurship training for the younger generation, the results of documentation and interviews with the village head show that there is a herbal medicine education program at Trowulan Junior High School and herbal entrepreneurship training for village youth, which are clear examples of his dedication to promoting intergenerational sustainability. The village head emphasized that preserving herbal medicine knowledge is crucial to preventing the loss of this tradition. Therefore, herbal medicine cafes clearly play a key role in passing this knowledge from one generation to the next. Interviews with suppliers also revealed that herbal medicine production is done manually. The process is based on natural ingredients, requires minimal energy, and does not use artificial chemicals. The use of raw materials from renewable plants sourced locally means that long-term resources are not exploited. This production method significantly reduces the risk of environmental damage, which could affect future generations. However, there is no formal system in place to regulate environmental impact, indicating that this dimension is still normative and value-based, rather than using a measurable sustainable accounting system.

e. Intragenerational Equity

Based on indicators of local workforce empowerment, inclusive herbal medicine prices for rural communities, and access to training for rural women and youth, interviews with village heads and observations show that Cafe Jamu actively organizes herbal medicine training for women and youth in the village. In addition, interviews with village heads show that priority in employment is given to local villagers, especially women and housewives. This initiative appears to be in line with the principles of Intragenerational Equity and social welfare, which are at the core of the TBL approach. Community involvement and support

from the village government in traditional food and beverage making training events in collaboration with the Mojokerto Regency Cooperative and Micro Business Office on September 16-17, 2025, demonstrate a significant social component. Interview results also indicate that herbal medicine prices are set considering the purchasing power of the village community, in line with the village's priority on community health. However, evaluation results show that social benefits have not been distributed evenly across the community. Interviews with suppliers reveal that suppliers have not yet experienced significant economic benefits from the Cafe's operations, so the Cafe's role as a driver of the local economy remains suboptimal. Furthermore, the lack of a formal monitoring system for social impact makes it difficult to accurately assess the effectiveness of the program. However, overall, the social component of this initiative can still be categorized as "substantially implemented."

B. Discussion

a. Sustainable Financial Performance

Based on the findings, Cafe Jamu experienced fluctuations in revenue and lacks a robust accounting system. They rely on individual record keeping, do not produce periodic reports, and do not analyze profitability. This is in line with the conclusions drawn by Depken & Zeman, (2018); Siagan & Sitorus, (2024), which show that most SMEs and Village-Owned Enterprises (BUMDes) lack knowledge of sustainable accounting, have limited access to digital technology, and lack accounting skills.

However, this study contradicts the opinions of Hourneaux et al., (2018); Singh & Rahman, (2021), who prioritize economic considerations as the core of the Triple Bottom Line (TBL) approach when applied to small businesses. In the case of Cafe Jamu, economic performance as an output of sustainable financial performance is the weakest dimension. This shows that in culture-based businesses, economic health is not always the top priority but rather social components and traditional values are more important. This study offers new empirical insights that the TBL model in community organizations is not necessarily a hierarchical model that is common among SMEs.

b. Eco Efficiency

Herbal cafes demonstrate relatively good eco-efficiency, particularly in terms of low energy consumption, use of local raw materials, utilization of organic waste, and simple production methods. However, they lack mechanisms to measure energy consumption, water consumption, or even systematic waste management. These results can be linked to the research by Yulianti & Wulandari (2023), which describes the tendency of SMEs to implement environmentally friendly practices, which are usually not recorded in formal reports or systematic indicators.

Furthermore, the observations in this study add to the literature by suggesting a concept called natural eco-efficiency, which is a situation environmental efficacy is achieved due to the inherent attributes of traditional production processes, rather than through technological efforts or controls. This line of thinking has not been actively discussed in other studies, such as Chipimo et al. (2025) which discuss the urgency of a standardized ESG system. Using this knowledge, this paper expands the understanding of how companies that are deeply rooted in local traditions and cultures can become environmentally efficient.

c. Ecological Sustainability

Ecological sustainability at Cafe Jamu is very strong because all of its waste is pollution-free and organic. The raw materials are entirely sourced locally, mostly from renewable plants, and to improve environmental infrastructure, the village where it is sold is equipped with a waste disposal site (TPS). These findings are comparable to research conducted by Sinarwati & Adi (n.d.) which explains that Village-Owned Enterprises (BUMDes), regardless of their formal registration status, tend to implement organic-based environmentally friendly practices. However, this study further shows that even traditional businesses utilizing herbs can achieve high ecological sustainability without sophisticated environmental management systems. In other words, ecological sustainability may not always be conditioned by innovative technology or strict regulations, and these results challenge the common assumption that formal institutions are necessary to facilitate sustainability in developing countries.

d. Intergenerational Equity

Jamu cafes show broad signs of intergenerational equity in their herbal medicine training programs in schools, their efforts to pass on knowledge about medicinal herbs, and their efforts to support herbal medicine culture as part of the village heritage. These findings confirm the arguments of Ali et al., (2020); Crossley et al., (2021), who emphasize that the legitimacy of an organization can be shaped through moral efforts such as supporting cultural values and educating future generations. These results also show that Suchman & Mark C (1995) legitimacy theory argues that organizations can socialize more successfully by embracing the community, acting in ways that effectively express the community's new identity and values.

However, this paper goes beyond simply adding new literature because it shows that intergenerational equality goes beyond education but can also be used to preserve local cultural identity. Previous researchers on Village-Owned Enterprises (BUMDes) failed to establish cultural preservation as a form of intergenerational equity. Therefore, this paper will make a significant contribution to Triple Bottom Line (TBL) theory as applied to scientific communities in mainstream traditional societies, by placing cultural elements at the center of the debate on rural sustainability.

e. Intragenerational Equity

In the Jamu Cafe environment, intergenerational equity is realized through affordable herbal medicines, training for women and youth, and employment opportunities provided to villagers. However, not everyone receives equal economic benefits, especially suppliers who have not experienced a significant increase in demand. The findings of this study are consistent with the research by Hadi et al. (2024), which argues that for Village-Owned Enterprises (BUMDes) to be sustainable, there must be an equitable distribution of social benefits. However, this study also reverses these findings by creating a new gap, namely that suppliers, as important stakeholders, receive fewer benefits.

This discussion expands on the stakeholder theory proposed by Mitchell et al. (1997), which describes that stakeholders are not always equal in all situations. At the herbal drink cafe, cultural and social interests are more attractive than direct economic contributions. These results show that economic factors do not always imply an equitable distribution of benefits across society, providing new insights into the study of Village-Owned Enterprises (BUMDes).

f. The Contribution of BUMDes Sustainable Accounting Practices to the Achievement of SDGs at the Village Level

The results of the study show that sustainable accounting practices at Cafe Jamu, BUMDes Kepuhanyar, are related to the SDGs. The most obvious connection is with SDG 8 (Decent Work and Economic Growth). In terms of financial performance, Café Jamu is able to maintain productive and sustainable economic activities by ensuring constant income and cost control. This business provides employment opportunities for rural residents, especially housewives, and offers flexible community-based working hours. This illustrates the philosophy of decent work, which focuses not only on wages but also on job stability, inclusiveness, and long-term sustainability.

Furthermore, the intergenerational equity initiative is aligned with SDG 1 (No Poverty), which Cafe Jamu is an inclusive economic center that provides additional income for vulnerable residents. Affordable prices and a priority on serving the local population mean that this business is not socially marginalized. On the contrary, the economic integrity of the village is strengthened, proving that sustainable behavior at the micro level reduces social inequality. Aligned with SDG 10 (Reduced Inequalities), which empowerment of local herbal farmers and female employees will demonstrate a relatively fair distribution of economic benefits among village groups.

This study has implications for ecological efficiency and sustainability that are directly related to SDG 12 (Responsible Consumption and Production) and SDG 13 (Climate Action). Examples of responsible consumption and production include the use of local raw materials, minimization of energy consumption, and reuse of some waste. Although no formal environmental impact system has been implemented, these practices help reduce uncontrolled emissions and environmental pressure. Local wisdom-based strategies have been successful in the village context to ensure that communities are encouraged to adopt environmentally friendly practices without having to rely on high-tech approaches.

On the other hand, intergenerational equity outcomes are related to SDG 4 (Quality Education) and SDG 11 (Sustainable Cities and Communities). Cafe Jamu serves as a social learning environment for the younger generation with teaching of herbal medicine related to tradition. By preserving this local heritage, the village enhances its level of cultural identity and contributes to the sustainability of the community. This illustrates how informal education is an important process for preserving values, skills, and resources between generations.

In general, this discussion shows that the implementation of sustainable accounting at Cafe Jamu has made a significant contribution to various SDGs, particularly SDGs 1, 4, 8, 10, 12, and 13. However, the combination of these contributions is still implicit and needs to be formally integrated into the SDG-based planning and reporting framework. Thus, this study reveals strategic opportunities for BUMDes to clearly define sustainable operations and accounting that are aligned with SDG indicators, in order to measure, record, and maintain their impact.

CONCLUSION

A. Conclusion

This study applies Lamberton's 2000 triple bottom line model, which divides it into five main segments, namely sustainable financial performance, eco-efficiency, ecological sustainability, intergenerational equity, and intragenerational equity to evaluate the Café Jamu BUMDes Kepuhanyar in implementing sustainable accounting practices. Based on the results of observations, interviews, and thematic analysis conducted using the Miles, Huberman, and Saldana (2014) method (Miles et al., 2014), several conclusions were obtained, namely:

1. Sustainable financial performance is still in its early stages and is not yet structured.

The herbal juice cafe's finances are still in the development stage. They keep written records, but do not seem to produce consistent reports, and do not have a system for monitoring costs or margins. This is why the cafe's financial situation appears to be fluctuating, leaving it open to various ideas. In this case, the economic aspect is basically a weak point in their TBL practices, as is the case with most SMEs.

2. Eco-efficiency is present intuitively but is not yet reinforced by a formal system.

The cafe has become environmentally friendly by reducing energy use, converting waste into biodegradable materials, and reducing plastic. However, there are no records of their energy, water, or waste usage levels. Efficiency arises naturally from a natural approach due to traditional herbal-based production processes, rather than from predetermined policies or technology implementation.

3. Ecological sustainability is strong due to the characteristics of the Natural Ingredient-Based Business.

Cafe Jamu uses renewable organic materials and produces non-hazardous waste. The village government even assisted in the construction of a waste disposal site (TPS), ensuring that their environmental infrastructure is in good condition. However, there is no clear way to report or assess environmental impacts, such as through a formal monitoring and balance system.

4. Intergenerational equity is realized through training, education, and cultural preservation programs.

This cafe is one of the best ways to pass on the jamu tradition to the younger generation through preparation classes and youth empowerment projects. It is a good example of intergenerational sustainability, and local culture is at the forefront of maintaining this social aspect.

5. Intragenerational equity is still not distributed fairly, even though it has been well implemented.

Café Jamu inspires the community, empowers women and youth, and offers affordable prices. However, not all of them, especially suppliers, seem to enjoy financial benefits, although not yet fully, because demand has not really increased.

6. The integration of theories shows that culture-based sustainability is superior to economy-based sustainability.

From a stakeholder theory perspective, this is disproportionate, as the village government is prioritized over suppliers for customers. Legitimacy theory identifies that the cafe's legitimacy is built more on the basis of social goodwill, such as training, culture, and community health, than on money and formal systems. This highlights the importance of cultural and social values as the true foundation of village sustainability.

B. Implications

1. Theoretical Implications

This study takes the TBL concept outlined in 2000 by Lambertson and applies it to community-based enterprises. It reveals that in this type of business, environmental and social issues tend to take precedence over economic issues. This reverses the TBL priority order observed in corporate settings. The study also highlights the role of cultural legitimacy and unequal interests in shaping village stakeholder dynamics.

2. Practical Implications

Café Jamu can apply these findings by improving its bookkeeping, increasing ecological efficiency through the use of organic waste, and designing empowerment initiatives that are more balanced with all parties, including its suppliers. Furthermore, this could also justify the village government's declaration of Café Jamu as a sustainable model village, in line with the SDGs. The combination of green accounting and village development projects could significantly advance the role of BUMDes (Small and Medium Enterprises) in society and in long-term development.

C. Research Limitations

1. Qualitative methods were only applied to one case study, so the results of this research cannot be generalized broadly. The observation period was quite limited, so it did not cover long-term business dynamics.
2. There are no formal financial documents because the cafe does not yet have such a system.

D. Recommendations

1. Theoretical recommendations for future research

1. Conduct comparative studies in various BUMDes to examine how TBL can manifest in other social environments.
2. Apply specific quantitative analyses, such as monitoring environmental or social performance metrics, to strengthen these findings.
3. Further research on how culture can moderate the sustainability of these rural entities would be beneficial.

2. Practical recommendations for the Kepuhanyar village herbal medicine cafe.

1. Establish a simple accounting system with a basic computerized cash register to help maintain smooth and efficient financial record-keeping.
2. Leveraging the true potential of organic waste products, such as herbal medicine residue, which can be converted into organic fertilizer or compost to enhance ecological efficiency.
3. Preventing socio-economic disparities by developing more profitable supplier partnership models and increasing production to improve the welfare of the entire community.

3. Recommendations for village government policy.

1. Initiating ongoing accounting training for BUMDes managers.
2. Provide policy incentives for environmentally friendly businesses that use local raw materials.
3. Incorporate BUMDes sustainability reporting into the village public accountability system.

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