

# Community Economic Empowerment Based on Urban Farming and Creative Economy in Tanjung Merdeka Village, Makassar City, Indonesia

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**ABSTRACT:** The acceleration of urban development not only has an impact on the decline in environmental quality but also contributes to the economic business activities of the community. This study aims to: (1) Analyze community empowerment as a determinant of increasing economic effort productivity; (2) Analyze the direct and indirect effects of economic empowerment, strengthening institutional capacity, and utilization of technology on business productivity and sustainability of community economic efforts; and (3) Formulate a strategy for the sustainability of community economic efforts based on urban farming and the creative economy in Tanjung Merdeka Village, Makassar City. The results of the study show that economic empowerment contributes to increasing the productivity of community economic efforts. The direct effect of economic empowerment, strengthening institutional capacity, and utilization of technology on the sustainability of community economic efforts is 77.67%. Furthermore, the direct effect of economic effort productivity on the sustainability of community economic efforts is 83.36%. The strategy for the sustainability of community economic efforts is oriented towards supporting institutional capacity strengthening, economic digitalization, and optimizing the use of technology. This study recommends increasing the economic productivity of the community to support the economic growth of Makassar City, Indonesia.

## 1. Introduction

Urban development in Indonesia is identified as being predominantly developed towards meeting housing and settlement needs. Housing and settlement development that tends to increase over time contributes to the value of urban land (Pravitasari et al., 2024; Sasongko et al., 2024). Furthermore, the development of urban expansion in the suburbs contributes to a decrease in environmental quality and agricultural land productivity (Zhou et al., 2022; Shi et al., 2023). Furthermore, the increase in socio-economic activities that are developing contributes to the economic productivity of the community, both on a household scale and those carried out in groups (Hernita et al., 2021; Rodríguez et al., 2022; Effendi et al., 2023). Thus, urban development activities carried out by the

government, private sector, and the community, in addition to having an impact on environmental degradation, also contribute to economic growth and the economic conditions of the community (Surya et al., 2021; Ren et al., 2024).

Urban development activities that tend to increase in line with the variety of economic business activities of the community, in addition to encouraging the creation of new jobs, will also create prosperity and economic growth (Fallah et al., 2022; Surya et al., 2022; Hariram et al., 2023). The dominant economic businesses developed in new areas include: (1) Creative economic businesses, through the utilization of plastic waste and PVC pipes; (2) Economic businesses based on urban farming with a hydroponic system combined with an

aguaponic system; and (3) Home industry businesses. These three economic businesses will require government policy support (Chou et al., 2023; Algarvio, 2023). Furthermore, the direct benefits received by the community through the economic businesses developed are (i) increased family income; (ii) guaranteed environmental stability; and (iii) fulfillment of job opportunities and business opportunities for the community. These three things are created if synergized with economic empowerment efforts through the community mentoring process (Dass et al., 2022; Surya et al., 2022; Salvador and Melo, 2023).

Empowerment of community economic enterprises is carried out to ensure business stability, increased productivity, diversification, and community independence (Yue et al., 2023; Mutambik and Almuqrin, 2024). This means that an economically empowered community will enable the community to develop their businesses independently and support increased productivity and business sustainability (Li et al., 2023; Velasquez et al., 2024; Syafril et al., 2024). Thus, the development of these community enterprises will require capital support and the use of technology (Luo and Yu, 2022; Han et al., 2023). The concept of community economic empowerment that is implemented basically refers to three main principles, namely: (1) Creating access to potential economic resources; (2) Creating business stability and social cohesion; and (3) Creating community welfare and independence. These three things will contribute to the growth and sustainability of the city's economy (Li and Chen, 2023; Fu and Zhang, 2023; Surya et al., 2024).

The development of Makassar City towards the outskirts is marked by increasing socio-economic activities with a regional service scale. The growing activities have a direct impact on the spatial and socio-economic dynamics of the community (Surya et al., 2023; Chen et al., 2023; Mao et al., 2024). Furthermore, support for infrastructure

development related to the existence of settlements in the outskirts contributes to changes in land use and environmental pollution (Kyriakopoulos, 2023; Xie et al., 2024). These indications are marked by several development activities, namely: (1) Commercial facilities occupy an area of 325 ha; (2) Industrial and warehousing activities occupy an area of 429.98 ha; (3) Tourism activities occupy an area of 365.08 ha; and (4) Housing and settlements occupy an area of 629.71 ha. The existence of these activity centers is in direct contact with residential locations, thus creating an opportunity for the community to develop productive economic business activities (Priatmoko et al., 2021; Harbi et al., 2023).

Tanjung Merdeka Village is located in the outskirts and is the center of economic activity in Makassar City. Economic businesses developed by the community include: (1) Urban farming business with 19 group members; (2) Creative economy developed by 10 groups; (3) Home industry with 18 business units; and (4) Small and medium enterprises (SMEs) with 321 business units. Furthermore, the research questions to be answered in this study are: (1) How does economic empowerment work as a determinant of increasing the productivity of community economic businesses in Tanjung Merdeka Village, Makassar City? (2) How big is the direct and indirect influence of economic empowerment, strengthening institutional capacity, and utilization of technology on increasing business productivity and sustainability of community economic businesses? and (3) What are the strategies and directions for the sustainability of community economic businesses based on urban farming and creative economy? The urgency of this research is contextualized in three main things, namely (i) increasing the productivity of economic businesses; (ii) business stability and product marketing; and (iii) independence and sustainability of economic businesses.

## 2. Method

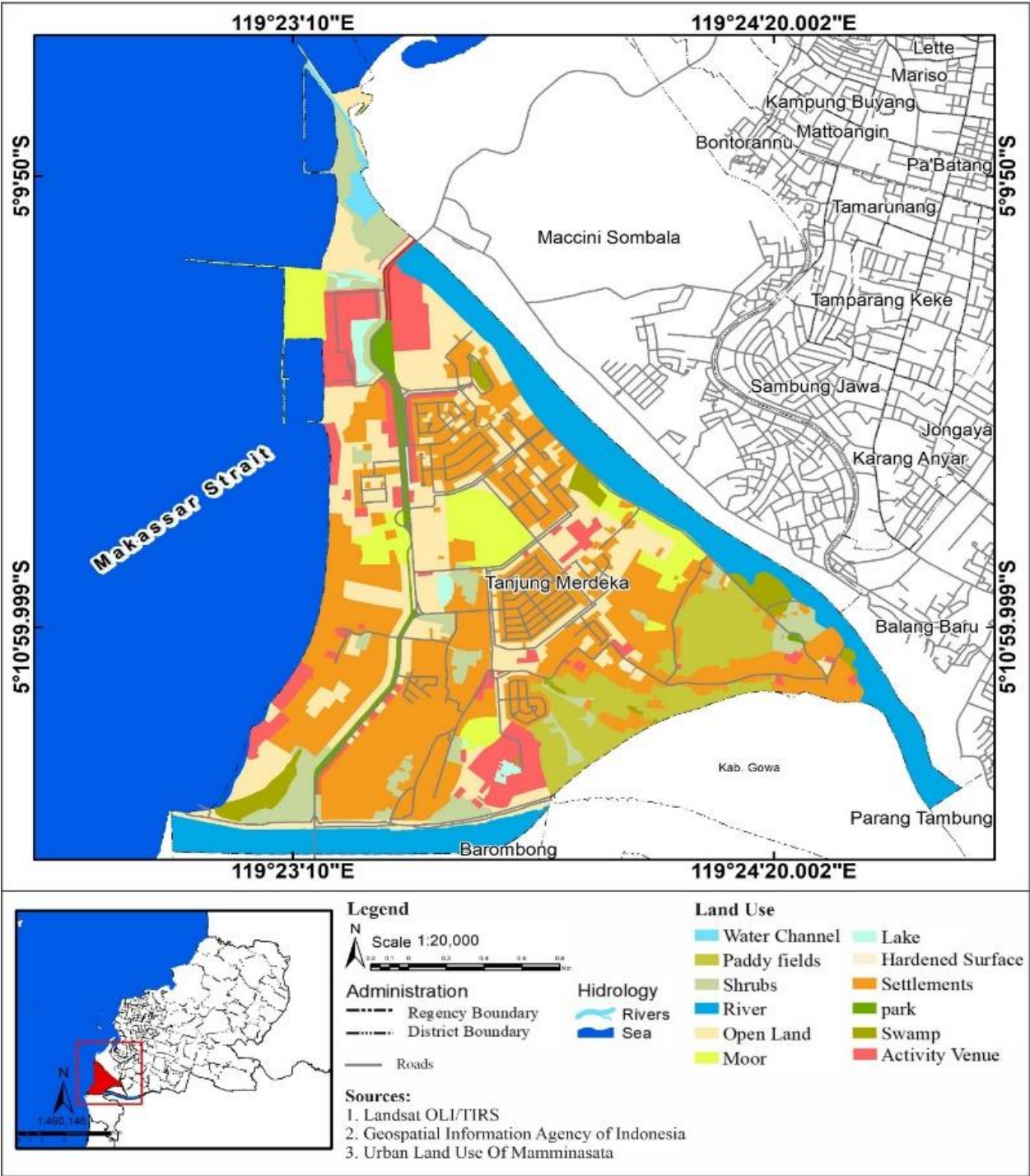
### Study Area

This study was conducted in Tanjung Merdeka Village, Makassar City. The research

location was determined based on the following considerations: (1) Tanjung

Merdeka Village is a new development area;  
 (2) The development activities carried out affect changes in land use; (3) Community economic efforts develop in line with spatial

dynamics. This study was conducted from April to August 2024. The location of the study is presented in Figure 1 below.



**Figure 1.** The research location is Tanjung Merdeka Village, Makassar City

### Data Collection

Primary data in this study were obtained directly in the field through observation, surveys, and in-depth interviews, while secondary data were obtained through related agencies and institutions. Data through observation include: (1) Characteristics of

community economic businesses, measured by indicators; business potential, type of business, and productivity; (2) Utilization of labor, measured by indicators: number of workers, ability and competence, and mastery of technology; (3) Product marketing, measured by indicators: marketing location and

marketing reach. The instruments used in data collection through observation are field notes and periodic notes. Data obtained through surveys include: (1) Business development opportunities, measured by indicators; business intensification, business extensification, and business diversification; (2) Utilization of technology, measured by indicators; skills and expertise, availability of facilities, and service distance; (3) Empowerment mechanisms, measured by indicators; business productivity, managerial ability, capital support, and business sustainability; (4) Business independence, measured by indicators; adaptability,

### Research Respondents and Informants

Respondents determined in this study, namely: (i) communities that develop economic businesses; (ii) local government; (iii) economic business groups. The list of questions set in the questionnaire was then answered by respondents and distributed to business units that are developing in Tanjung Merdeka Village, Makassar City. Respondents were determined using the proportional stratified random method based on economic businesses developed by the community. The number of respondents in this study referred to **Isaac and Michael (1981)**. The formulation used is presented in the following section.

$$S = \frac{\lambda^2 \times N \times P \times Q}{d^2(N-1) + \lambda^2 P \times Q}$$

N : Population

### Data Analysis

The data in this study were analyzed using qualitative and quantitative methods. Qualitative analysis was carried out by separating information, categorizing, and interpreting data while quantitative analysis used statistical methods. The first problem formulation used a quantitative descriptive analysis method, related to the determining factors for increasing the productivity of community economic efforts. The results of the analysis were continued using the multiple linear regression method with the following formula:

availability of raw materials, and business innovation. The survey instrument used was a questionnaire. Data collected through in-depth interviews, including: (1) Business capital capability, (2) Business adaptation, (3) Product competitiveness, and (4) Business management. The instruments used in the interviews were interview guidelines and voice recorders. Data were obtained through documentation: (1) Makassar City Medium-Term Development Plan; (2) Strategic plan for tourism development in the Metro Tanjung Bunga area; and (3) Makassar City Spatial Plan.

$\lambda^2$  : Chi Square

dk = 1 : Error rate is 1%, 5%, and 10%

d : 0.05

P = Q : 0.5.

The number of samples determined in this study was 300 respondents. The measurement categories in this study used the likers scale, namely (i) a value of 5 for the very fulfilling category, (ii) a value of 4 for the fulfilling category, (iii) a value of 3 for the fairly fulfilling category, (iv) a value of 2 for the less fulfilling category, and (v) a value of 1 for the category not fulfilling. Furthermore, the informants determined in this study were 12 people, 2 people from the government, 8 informants from community economic businesses, and 2 people from community business partners.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_n X_n + \varepsilon$$

Y : Dependent variable,

$X_1, X_2, X_3, \dots X_n$  : Independent variables,

$\varepsilon$  : Random residue

$\alpha, \beta_1, \beta_2, \beta_3 \dots \beta_n$  : Population parameters

$\beta_1$  : Expresses the contribution of the independent variable  $X_1$  to the dependent variable Y.

To test the influence of economic empowerment ( $X_1$ ), strengthening institutional capacity ( $X_2$ ), and utilization of technology ( $X_3$ ) on increasing business productivity (Y),



use correlation analysis with the following formula:

$$r_{xy} = \frac{n\sum X_i y_i - \sum X_i \sum y_i}{\sqrt{n\sum X_i^2 - (\sum X_i)^2} \sqrt{n\sum y_i^2 - (\sum y_i)^2}}$$

$r_{xy}$  : Correlation coefficient between variable X and variable Y  
 $\sum X_i y_i$  : The multiplication between variables X and Y,  
 $\sum X_i^2$  : The squares of the X value  
 $\sum y_i^2$  : The squares of the Y value  
 $(\sum X_i)^2$  : The X values then squared  
 $(\sum y_i)^2$  : The Y value then squared.

In order to answer the second question of this study, the method used is path analysis. The variables assessed to answer the second problem formulation, namely (i) economic empowerment ( $X_1$ ), strengthening institutional capacity ( $X_2$ ), utilization of technology ( $X_3$ ), business productivity (Y), and the sustainability of the community's economic efforts (Z). Path analysis uses the following formula:

$$Y = PYX_1 + PYX_2 + PYX_3 + \varepsilon_1$$

$X_1$  : Economic empowerment  
 $X_2$  : Strengthening institutional capacity  
 $X_3$  : Utilization of technology  
Y : Business productivity  
Z : Sustainability of the community's economic efforts  
P : Variable coefficient value  
 $PYX_1, PYX_2, PYX_3$  : Path coefficient value  
 $\varepsilon$  : Epsilon value

In order to answer the formulation of the problem, these three studies use the SWOT analysis method by considering four main aspects, namely strengths, weaknesses, opportunities, and challenges. Thus, the strategic decision-making process will be associated with the development of missions, goals, strategies, and policies of the government in relation to the productivity of the community's economic efforts. Furthermore, the SWOT analysis matrix described is presented in Table 1 below.

**Table 1.** SWOT analysis matrix.

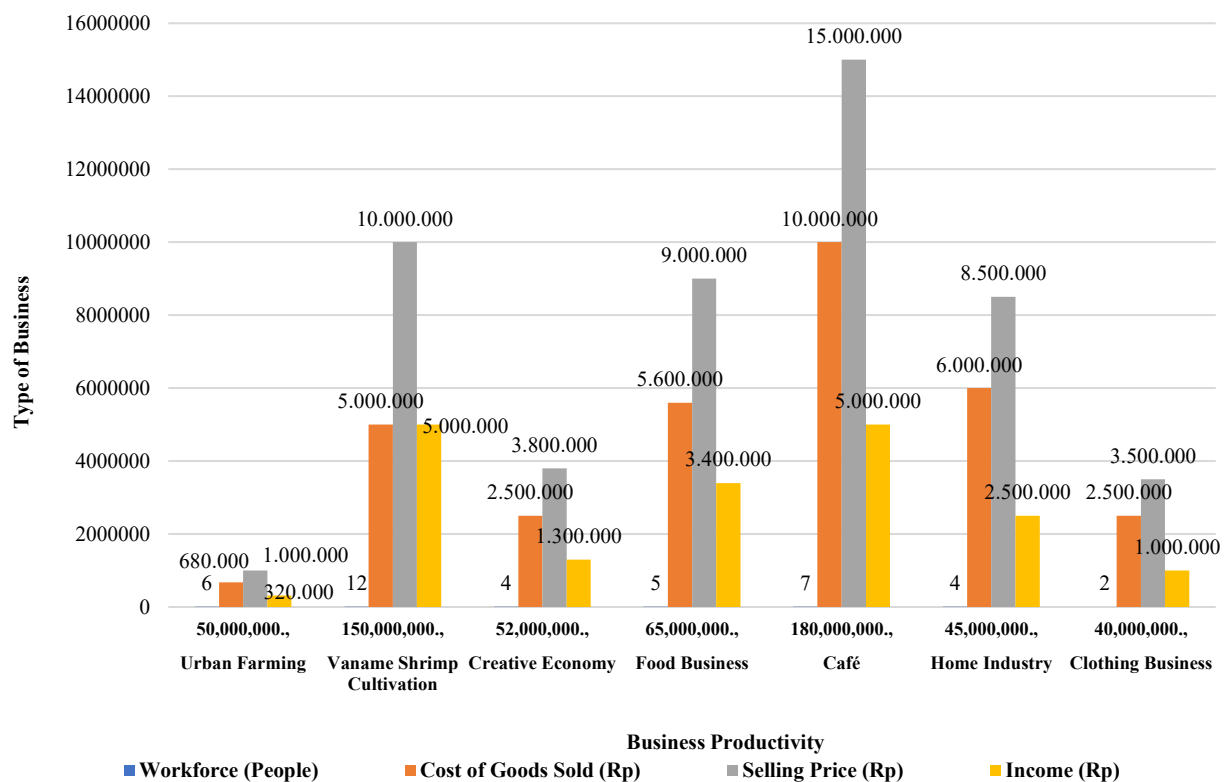
| External Factors |                                   |                                                                                  |                                                                          |
|------------------|-----------------------------------|----------------------------------------------------------------------------------|--------------------------------------------------------------------------|
|                  | Identification of Factor          | Opportunity (O)                                                                  | Threat (T)                                                               |
|                  |                                   | Determine the opportunity factors                                                | Determine the threat factors                                             |
| Internal Factors | Strength (S)                      | S Vs O                                                                           | S Vs T                                                                   |
|                  | Determine the strength factors    | Determine the program that emerges by matching strength (S) with opportunity (O) | Determine the programs that emerge by matching strength with threat      |
|                  | Weakness (W)                      | W Vs O                                                                           | W Vs T                                                                   |
|                  | Determine the factors of weakness | Determine the emerging program by matching weakness (W) with opportunity (O)     | Determine the emerging program by matching weakness (W) with threats (T) |

**Source:** Adaptation of Rangkuti, 2006

### 3. Results And Discussion Determinants Productivity of Community Economic Enterprises

Government support in implementing economic empowerment will encourage increased economic productivity towards

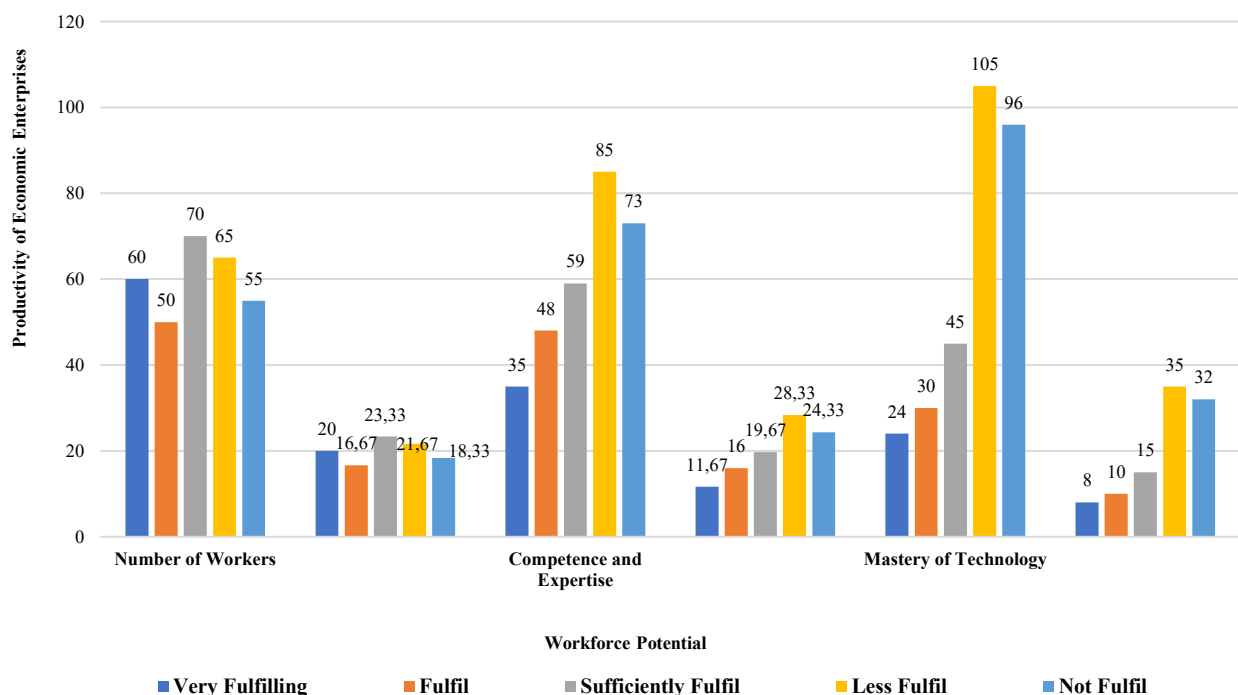
community independence and welfare (Chen et al., 2021; Asmara et al., 2023). The characteristics of economic enterprises developed by business actors are presented in Figure 2 below.



**Figure 2.** Productive economic efforts of the community. **Source:** Primary data

Figure 2 explains three main things: (1) Economic activities developed by the community are dominated by urban farming, vaname shrimp cultivation, and creative economy integrated with marine tourism; (2) Product marketing is focused on meeting local needs; and (3) Production limitations due to

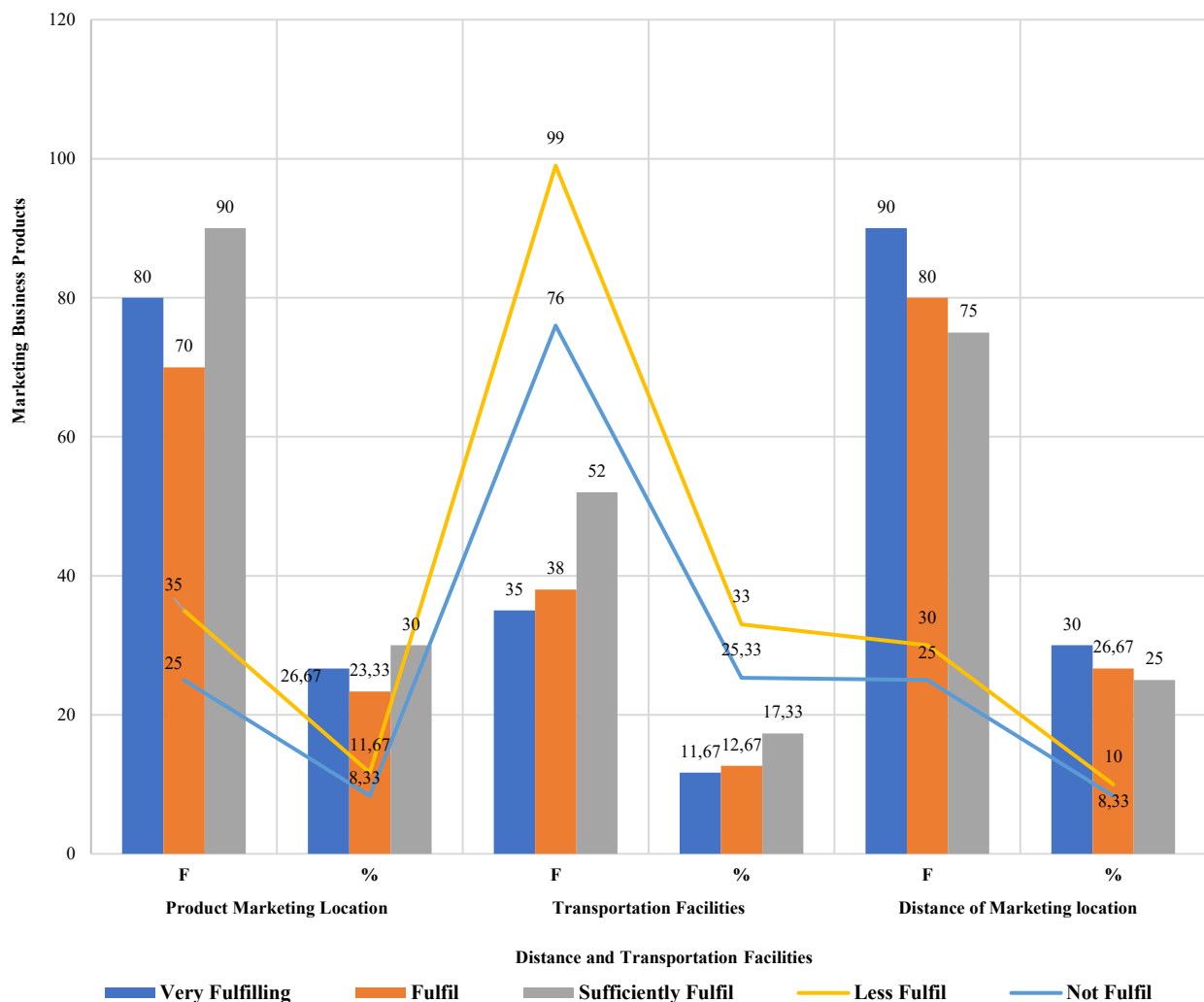
the reach of the market area. These three things emphasize that to support increased productivity and development of community economic businesses, strategic steps are still needed through a continuous mentoring process. The use of labor to support increased business production is presented in Figure 3.



**Figure 3.** Labor productivity. **Source:** Primary data

Figure 3 shows the utilization of labor. Several things that can be explained related to this: (1) The need for labor that can be fulfilling by community economic business activities is 36.67%, 23.33% sufficiently fulfil and 40% not fulfil; (2) Competence and expertise of the workforce is 27.67% fulfilling, 19.67% sufficiently fulfil, and 52.66 not fulfil; and (3) Mastery of technology is 18% fulfilling, 15% sufficiently fulfil, and 67% not

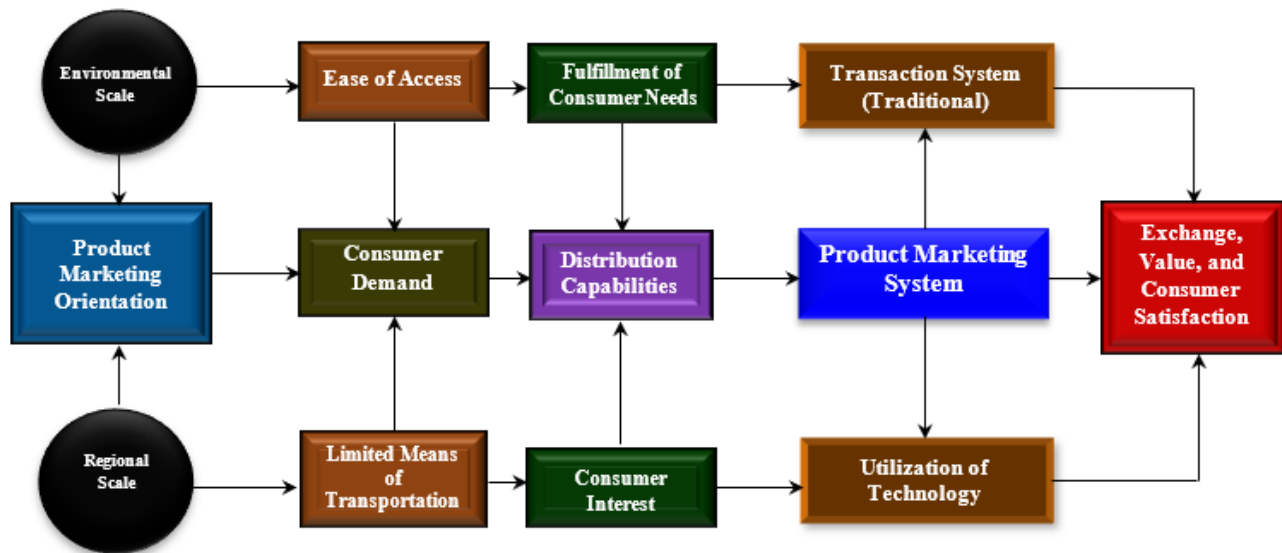
fulfil. These results explain that the abilities, competencies, and mastery of technology of business actors still require support for improving skills and expertise. Thus, efforts are needed to strengthen capacity through workshops, training, and mastery of technology (Wu et al., 2023; Bouwmans et al., 2024). Product marketing carried out by business actors is presented in Figure 4 below



**Figure 4.** Marketing of community economic business products. **Source:** Primary data

The description of Figure 4 that can be explained is (i) Marketing of business results in general is running well or 50% is fulfilling, (ii) The means of transportation used by business actors in marketing products shows a figure of 58.33% not fulfil, and (iii) The distance of product marketing is 56.67% in the sense of being easy to reach. These results

confirm that product marketing still requires handling efforts in terms of packaging, product durability, and ease of accessibility (Zhang et al., 2022; Gundala and Singh, 2024). Marketing of community economic business results to market locations is presented in Figure 5 below.



**Figure 5.** Marketing scheme for community economic business products. **Source:** Author's elaboration

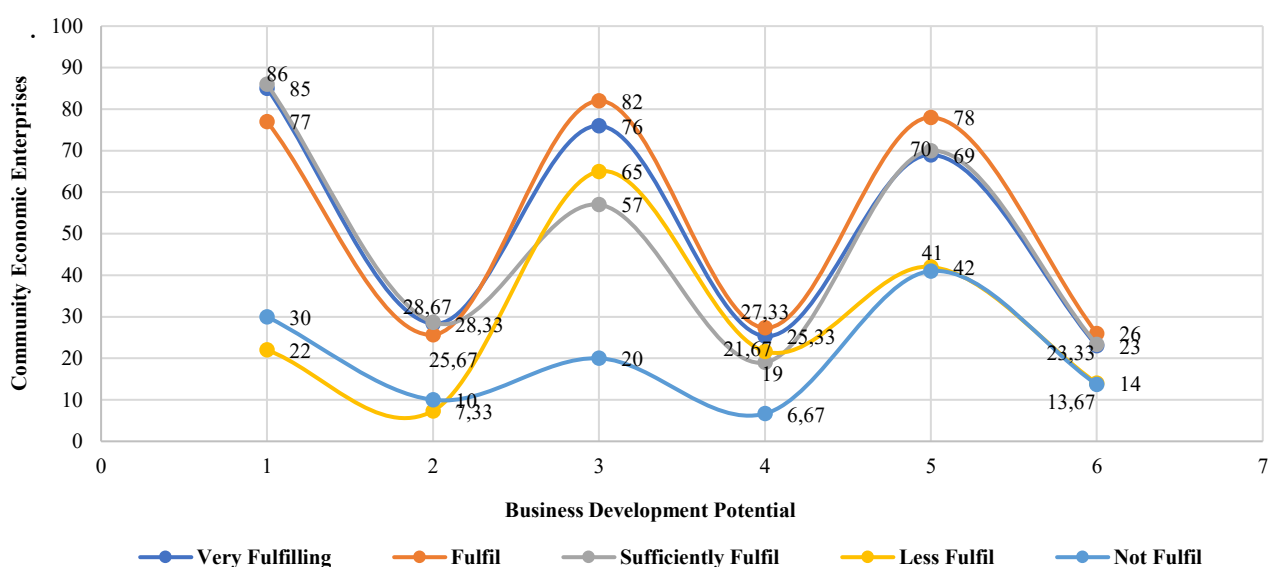
Figure 5 shows the differences in product marketing systems carried out by business actors. The explanations put forward regarding this include: (1) Marketing orientation for the environmental scale is more focused on meeting local needs considering the location of business actors in direct contact with elite housing, trade centers, and marine tourism areas; (2) The dominant means of

transportation used are two-wheeled vehicles; (3) Product marketing for the regional scale tends to still experience obstacles in terms of transportation modes and technology utilization. Thus, it still requires government policy support, especially in terms of potential market access and increasing workforce capabilities in utilizing technology (Sun et al., 2024; Elsamani et al., 2024; Liu et al., 2024).

### Independence and Sustainability of Community Economic Enterprises

Business independence will be created if it is accompanied by the ability of business actors to increase productivity, business diversification, and the ability of the workforce

to utilize technology (Krieger et al., 2022; Ma et al., 2024). The opportunities for developing community economic enterprises are presented in Figure 6 below



**Figure 6.** Development of community economic enterprises. **Source:** Primary data



Figure 6 can be explained: (1) Intensification of business carried out by 54%; (2) Business extensification by 52.66%; and (3) Business diversification by 49%. These results provide an illustration that community

economic efforts have the opportunity to be developed in the future (Srisathan et al., 2022; Ginting et al., 2023). The use of technology to support business activities is presented in Figure 7 below

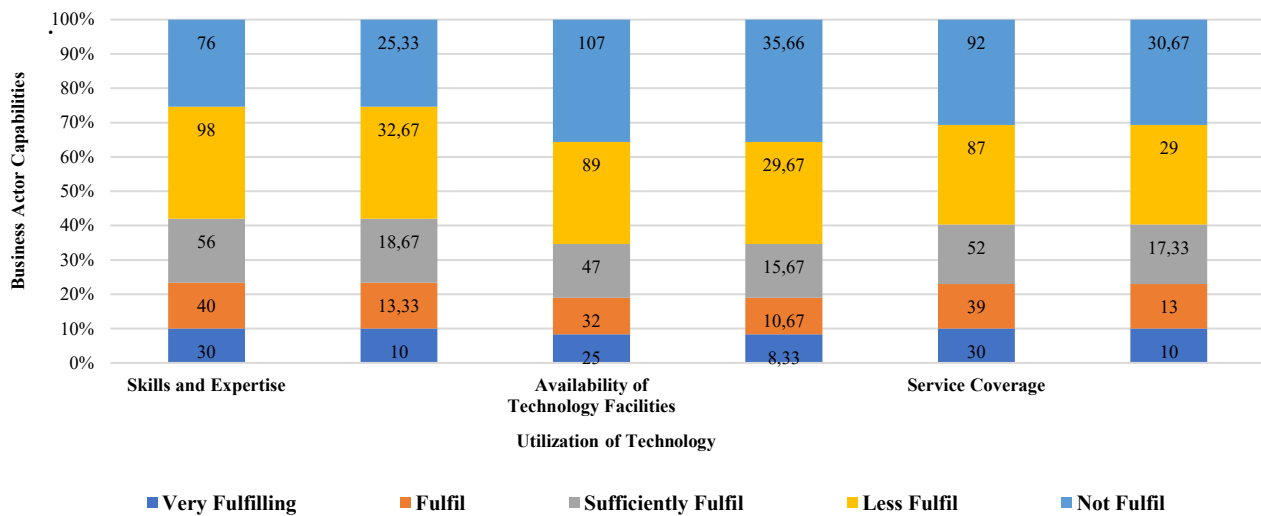


Figure 7. Development of community economic enterprises. Source: Primary data

The results of Figure 7 that can be explained include: (1) The skills and expertise possessed by business actors show that 23.33% fulfilling, 18.67% sufficient fulfilling, and 58% not fulfilling; (2) The availability of technological facilities to support business activities shows that 19% fulfilling, 15.67% sufficient fulfilling, and 65.33% not fulfilling; and (3) The scope of services shows that 23% fulfilling, 17.33% sufficient fulfilling, and

59.67% not fulfilling. These results confirm that the process of fostering community businesses still requires support from government policies and cooperation between economic business actors (Kassem et al., 2021; Ahmad et al., 2022; Ali et al., 2024). The Makassar City government's policy in supporting increased business productivity is presented in Figure 8 below.

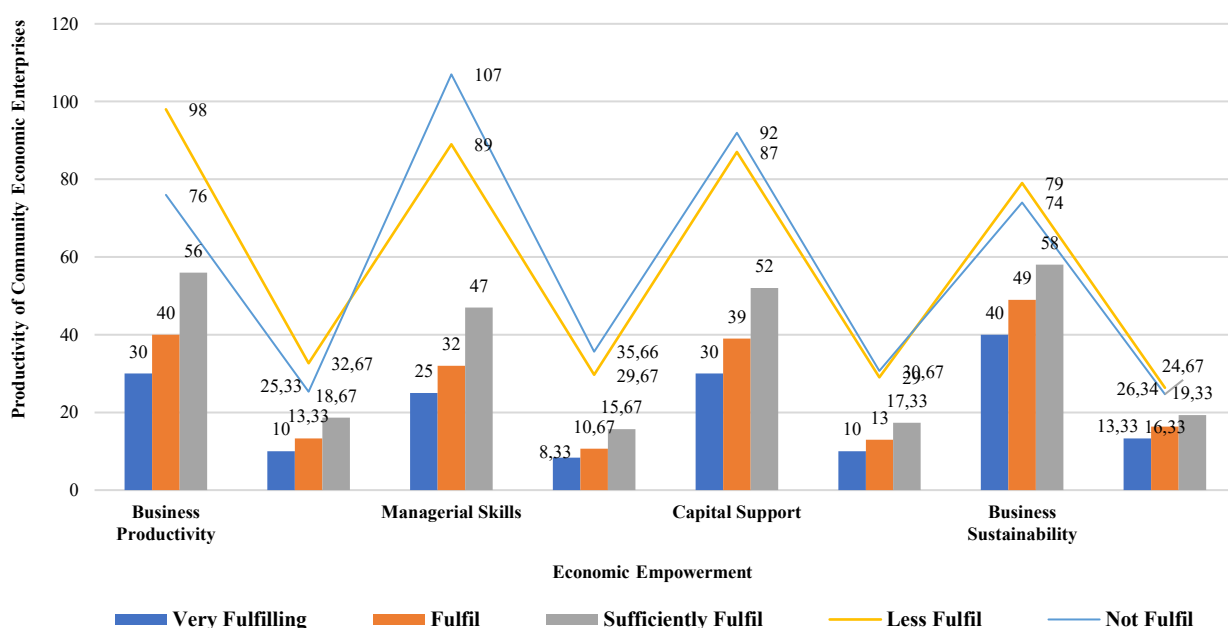
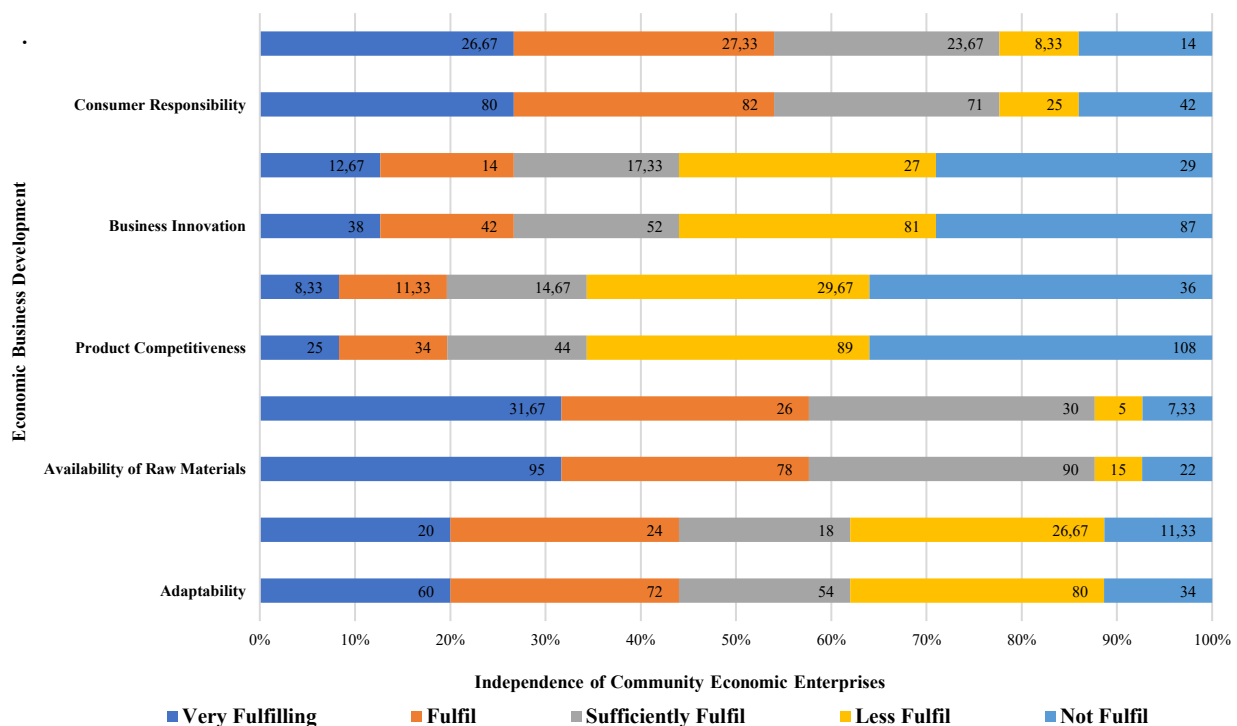


Figure 8. Empowerment of the community economy. Source: Primary data

Some things that can be explained related to Figure 8, namely: (1) Productivity of business actors shows that 23.33% fulfilling, 18.67% sufficiently fulfil, and 58% not fulfilling; (2) Managerial ability shows that 19% fulfilling, 15.67% sufficiently fulfil, and 58% not fulfil; (3) Support for business capital to develop businesses shows that 23% fulfilling, 17.33% sufficiently fulfil, and 59.67% not fulfil; and (4) Business sustainability as much as 29.66% fulfilling, 19.33% sufficiently fulfil, and 51.01% not fulfil. To support increased productivity and development of community

businesses, the strategic steps needed are (i) access to potential markets, (ii) increasing managerial capacity, (iii) access to business capital, and (iv) coaching and business sustainability. Thus, the role of the government is very important to provide protection, especially protection of potential markets, increasing the capacity of business institutions and capital support from formal financial institutions (Aman et al., 2023; Darwis et al., 2023; Tian et al., 2024). Community independence in developing businesses is presented in Figure 9 below



**Figure 9.** Development of economic enterprises and community independence in Tanjung Merdeka Village, Makassar City **Source:** Primary data

Figure 9 provides an overview of several things: (1) Adaptation of business actors to environmental changes by 44% fulfilling, 18% sufficient fulfilling, and 38% not fulfil; (2) Availability of raw materials utilized by 57.67% fulfilling, 30% sufficient fulfilling, and 12.33% not fulfilling; (3) Competitiveness of products produced by business actors by 19.66% fulfilling, 14.67% sufficient fulfilling, and 65.67% not fulfilling; (4) Business innovation carried out by 26.67% fulfilling, 17.33% sufficient fulfilling, and 56% not fulfilling; and (5) Consumer responsibility and

interest in business products by 54% fulfilling, 23.67% sufficient fulfilling, and 22.33% not fulfilling. These results confirm that the independence of business actors still requires optimization efforts in terms of products produced, innovation, and potential market access (Lee and Yoo 2019; Katsamakak and Sanchez, 2023). The effect of economic empowerment, strengthening institutional capacity, and utilization of technology on community business productivity is presented in Table 2 below.

**Table 2.** Summary of test results for the significance of multiple regression coefficients.

| Correlation                                                                                                 | Coefficient<br>$\beta$ | Error<br>$S_{bi}$ | t-count | t-table |
|-------------------------------------------------------------------------------------------------------------|------------------------|-------------------|---------|---------|
| economic empowerment to increase productivity of community economic enterprises ( $ryx_1$ )                 | 0.192                  | 0.078             | 2.962   | 1.93    |
| Strengthening institutional capacity to increase the productivity of community economic efforts ( $ryx_2$ ) | 0.156                  | 0.035             | 2.873   | 1.93    |
| Utilization of technology to increase the productivity of community economic efforts ( $ryx_3$ )            | 0.308                  | 0.086             | 3.172   | 1.93    |

| Source variant | Sum of squares (JK) | Free Degrees (db) | Average of the sum of the squares (RJK) | F-count | F-table $\alpha = 0.05$ |
|----------------|---------------------|-------------------|-----------------------------------------|---------|-------------------------|
| Regression     | 18,631              | 6                 | 6.481                                   | 68.147  | 5.68                    |
| Residue        | 0,543               | 10                | 0.064                                   |         |                         |
| Total          | 18,631              | 16                | -                                       | -       | -                       |
| R              | $R^2$               | db1               | db2                                     | F-count | F-table                 |
| 0.882          | 0.7779              | 6                 | 10                                      | 68.147  | 5.68                    |

Table 2 explains that economic empowerment, strengthening institutional capacity, and utilization of technology have an effect on increasing the productivity of community economic businesses. This means that the three independent variables studied simultaneously have an effect on the dependent variable with a determination coefficient value of 77.79%. These results confirm that the productivity of community

businesses will be determined by the function and role of business institutions, technological support, and facilitation and assistance through the empowerment process. The direct and indirect effects of economic empowerment, strengthening institutional capacity, and utilization of technology on business productivity and sustainability of community businesses are presented in Figure 10 below

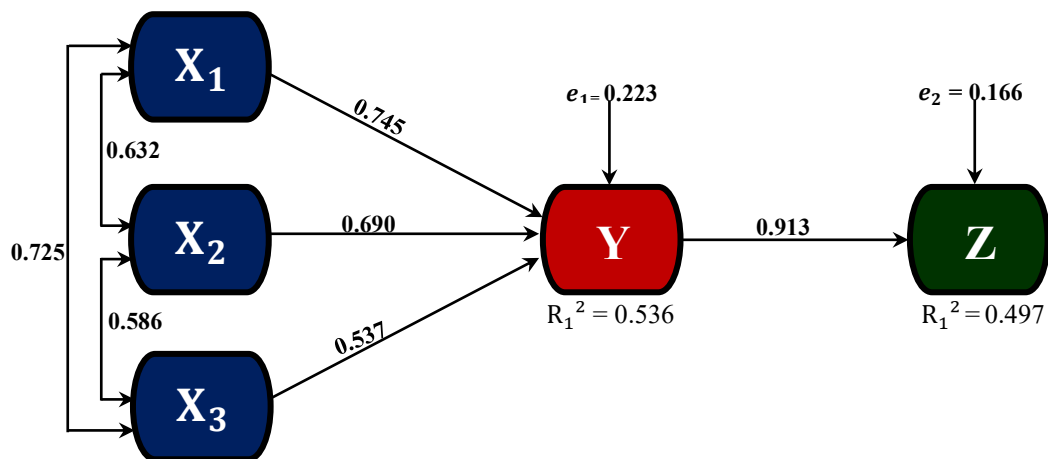
**Figure 10.** Direct and indirect influences.

Figure 10 can be explained as follows: (1) The direct influence of economic empowerment on the productivity of community economic enterprises is 0.555 or 55.5%; (2) The direct influence of strengthening institutional capacity on the productivity of community economic enterprises is 0.4761 or 47.61%; (3) The direct influence of technology utilization on the productivity of community economic enterprises is 0.1909 or 19.09%. The indirect influences that can be explained: (a) The

indirect influence of economic empowerment through strengthening institutional capacity is 0.3727 or 37.27%; (b) The indirect influence of economic empowerment through the utilization of technology is 0.2900 or 29%; (c) The indirect influence of strengthening institutional capacity through the utilization of technology on the productivity of community economic enterprises is 0.1498 or 14.98%; (d) The indirect influence of technology utilization through economic empowerment on the productivity of economic enterprises is

0.2281 or 22.81%; (e) The indirect effect of strengthening institutional capacity through economic empowerment is 0.2241 or 22.41%; (f) The indirect effect of utilizing technology through economic empowerment is 0.2900 or 29%. The total effect is 77.67%. Furthermore, the direct effect of increasing the productivity of economic efforts on the sustainability of community economic efforts is 0.8336 or 83.36%. The residual effect (the effect of other variables on the sustainability of community economic efforts that were not studied) is 0.1664 or 16.64%.

### Strategy and Direction of Community Economic Enterprise Sustainability

Economic empowerment based on urban farming and creative economy will require strategic steps in its implementation. This means that the government plays a strategic role in protecting community economic businesses and is an important element in encouraging the sustainability of community economic businesses (Gyimah et al., 2023; Guo and Madni, 2024). The formulation of strategies by considering external and internal factors is presented in Table 3 below.

**Table 3.** Strategy and direction for the sustainability of community economic efforts.

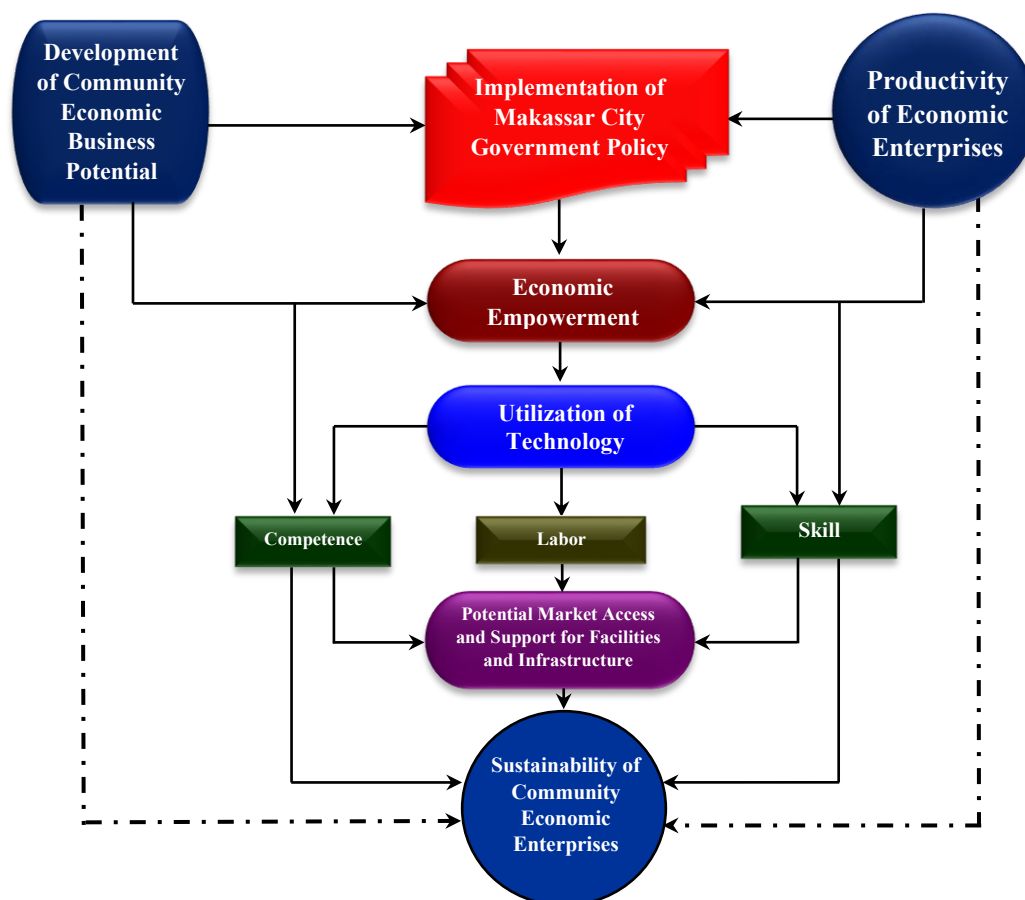
|          | Internal                                                                                                                                                                                                                                                                                                                                                     | Strength                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Weakness                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|          |                                                                                                                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>Economic business activities are quite potential to be developed</li> <li>Availability of raw materials is quite available</li> <li>Availability of sufficient labor</li> <li>Local market potential is very supportive</li> <li>Availability of transportation facilities is quite supportive</li> </ul>                                                                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>Technology mastery is quite low</li> <li>Availability of production facilities and infrastructure is still limited</li> <li>Product marketing reach is very limited</li> <li>Creativity and innovation of business actors are still low</li> <li>Government policy support is not optimal</li> </ul>                                                                                                                                                                                                                                                                                                           |
| External | Opportunity                                                                                                                                                                                                                                                                                                                                                  | Strategy (SO)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Strategy (WO)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|          | <ul style="list-style-type: none"> <li>Market area development is very supportive</li> <li>Availability of technological facilities is very supportive</li> <li>Support from formal financial institutions</li> <li>Business partnership patterns are very supportive</li> <li>Market demand is quite high and integrated with the tourism sector</li> </ul> | <ul style="list-style-type: none"> <li>Increasing the productivity of community economic efforts integrated with access to potential market areas.</li> <li>Effectiveness and efficiency of utilization of local raw materials and use of technology.</li> <li>Strengthening the competence of local workers and supporting business capital sourced from formal financial institutions.</li> <li>Optimizing access to potential markets and developing businesses based on business partnership patterns.</li> <li>Access to potential markets, support for adequate transportation facilities and integrated with the tourism sector.</li> </ul> | <ul style="list-style-type: none"> <li>Expansion of technology-based market areas.</li> <li>Optimization of production facilities and infrastructure through the support of technology use.</li> <li>Business development through financing support from formal financial institutions and support for potential market access.</li> <li>Improvement of cooperation patterns and business partnerships supported by innovation and creativity of business actors.</li> <li>Access to potential markets integrated with the tourism sector and support from government policies.</li> </ul>                                                            |
|          | Threats                                                                                                                                                                                                                                                                                                                                                      | Strategy (WO)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Strategy (WT)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|          | <ul style="list-style-type: none"> <li>Business competition is quite high</li> <li>Expertise and skills of the workforce are very limited</li> <li>Business diversification has not developed</li> <li>Product competitiveness is not optimal</li> <li>Institutional systems have not played an active role</li> </ul>                                       | <ul style="list-style-type: none"> <li>Development and improvement of economic business productivity accompanied by increasing business competitiveness</li> <li>Optimization of local raw material utilization accompanied by increasing workforce competency.</li> <li>Business diversification accompanied by optimization of workforce potential utilization based on technology mastery.</li> <li>Optimization of potential markets and development of superior products.</li> <li>Optimization of community functions and institutions and development of economic businesses through adequate transportation support.</li> </ul>            | <ul style="list-style-type: none"> <li>Improving product quality, business competitiveness and utilization of information technology.</li> <li>Improving the quality of production facilities and infrastructure accompanied by improving workforce expertise and skills.</li> <li>Expanding the reach of market areas accompanied by business diversification.</li> <li>Improving business competitiveness accompanied by creativity and innovation of economic business actors.</li> <li>Strengthening the institutional capacity of communities and supporting government policies to support business independence and sustainability.</li> </ul> |

**Source:** Analysis results

The results of the strategy formulation in Table 3 provide an illustration that increasing productivity through the economic empowerment process will require the role of stakeholders towards creating a conducive business climate. Several things that need to be considered, namely: (1) Product development, competitiveness, and business diversification; (2) Increasing the role of institutions, workforce competence, and utilization of technology; (3) Access to potential markets followed by business innovation and creativity; and (4) Optimizing the utilization of potential natural resources and local raw materials and meeting consumer demand. These four strategic steps will require the support of business actors, government, and the industrial world (Alotaibi et al., 2022; Uddin et al., 2023).

Stability, independence, and sustainability of economic enterprises will include: (1) The role of business actors to ensure environmental stability and natural resources as the main

source of raw materials to support the production process; (2) Ensure stability, partnership patterns and stakeholders through government policy support; (3) Integrate economic enterprises developed by the community through the provision of facilities and infrastructure that are integrated with strategic sectors developed by the government; (4) Prepare technological devices to facilitate business actors in a start-up-based system followed by business diversification, market protection, and fulfillment of consumer needs; and (5) Ensure business stability through facilitation of formal financial institutions followed by a coaching and mentoring process. These five aspects will ensure business stability, independence, and community welfare (Wong and Ho, 2023; Kuzmenko et al., 2023; Growiec, et al., 2024). The direction of sustainability of community economic enterprises is presented in the following Figure 11 scheme.



**Figure 15.** The direction of sustainability of community economic efforts. **Source:** Author's elaboration

The explanation of Figure 11 scheme includes: (1) Economic business productivity requires government policy support and

effectiveness in implementing empowerment; (2) Utilization of technology for business actors contributes to strengthening the



competence and expertise of the workforce; (3) Expansion of market access is closely related to the provision of facilities and infrastructure and the use of information technology; and (4) Cooperation between business actors, government, and the private sector will encourage the creation of independence and sustainability of economic businesses. The four are implemented through several stages, namely (i) the process stage, including infrastructure and readiness of business actors to play an active role in economic empowerment; (ii) the post-empowerment stage, related to strengthening the capacity of business actors towards increasing the competitiveness of products that are in demand by consumers; and (iii) the business diversification stage, focused on ensuring the stability of product production and marketing. These three things will create economic sustainability, ecosystem stability, and social cohesion (Ait Sidhoum et al., 2022; Yao et al., 2024).

#### 4. Conclusion

Economic empowerment based on urban farming and creative economy synergized with mastery of technology, strengthening workforce competency and skills, strengthening institutional capacity, and expanding access to market areas will encourage increased productivity of community economic businesses and urban economic growth. Potential market access, product competitiveness, production capacity,

and raw material support will help business actors towards creating economic stability. Thus, coaching and mentoring efforts through economic empowerment will encourage the creation of business independence and sustainability.

Business productivity coupled with potential market access, and business capital support and government involvement will encourage the development of community economic businesses. Adaptation to changes in the external and internal environment, increasing product competitiveness, business innovation, and consumer satisfaction will ensure business stability, increased income, and sustainability of economic businesses.

The strategy and direction of sustainability of urban agriculture-based economic businesses and creative economy are oriented towards five main things, namely: (1) Encouraging the participation of business actors to ensure environmental and natural resource stability; (2) Ensuring business stability, business partnerships, and stakeholders through government policy support; (3) Integrating economic businesses developed by the community with strategic sectors implemented by the government; (4) Preparing technological devices as a single system based on start-ups to support business diversification, market protection, and consumers; and (5) Ensuring business stability and support from financial institutions integrated with continuous coaching and mentoring processes.

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