



Agricultural value chain development for rural economic growth

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ABSTRACT

Background: This study examines local economic development (LED) strategies in Muktijaya Village, Setu District, Bekasi Regency, Indonesia, with a focus on leveraging the agricultural potential as a key for community empowerment and sustainable growth. The research is grounded in the transformative legal framework established by Law 6/2014 on Villages, which grants villages greater autonomy and emphasizes community participation in development processes. **Methods:** Utilizing a descriptive qualitative methodology and case study design, the study analyzes secondary data from documentation studies and literature reviews to explore supporting and inhibiting factors, government efforts, and strategic approaches to LED in Muktijaya Village. **Findings:** Findings indicate that Muktijaya Village has emerged as a significant galangal production center, with a large cultivation area and relatively high productivity. However, the local economy faces persistent challenges, including reliance on conventional farming techniques, limited post-harvest innovation, and restricted market access, which collectively constrain the added value derived from galangal cultivation. **Conclusion:** The study identifies key indicators for effective LED, such as employment and entrepreneurship opportunities, income improvement, empowerment of micro and small enterprises, partnerships and networking, human resource development, and technology utilization. Drawing on theoretical frameworks from Blakely & Bradshaw and Saragih, the research underscores the importance of comprehensive strategies that integrate yield improvement, processing innovation, and market expansion. **Novelty/Originality of this article:** The analysis concludes that a holistic approach—combining community empowerment, institutional strengthening, and technological innovation—is essential for enhancing competitiveness, improving livelihoods, and achieving sustainable economic development in Muktijaya Village. The study's insights are relevant for similar rural contexts seeking to capitalize on local resources and foster inclusive growth through participatory and innovative development strategies.

KEYWORDS: community development; local economic development; sustainable growth, village potential

1. Introduction

The enactment of Law 6/2014 on Villages represents a significant legal framework that grants broader authority to villages in managing governmental affairs, development, and community matters based on local needs and potentials. This law aims to strengthen village autonomy while promoting sustainable and equitable development. In the context of development, the law underscores the importance of active community participation in decision-making processes and the implementation of development initiatives through village deliberation mechanisms and Village Consultative Body (BPD). Since the introduction of Law 6/2014, village development has undergone substantial transformation. Villages are now positioned as active agents of development rather than passive objects. This shift is reflected in the expanded authority granted to villages,

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encompassing village governance administration, village development implementation, community empowerment, and fostering social cohesion within the village. Furthermore, effective village development requires attention to critical factors such as the productive utilization of natural resources and infrastructure development to support long-term growth and sustainability.

Local economic development constitutes a crucial aspect of village development. Law 6/2014 encourages the advancement of village economies through diverse programs and initiatives that support micro, small, and medium-sized enterprises (MSMEs) in Government of Indonesia and the empowerment of village communities. Academically, research indicates that village development grounded in local potential can expedite the realization of a more prosperous life in rural areas. The Ministry of Villages, Development of Disadvantaged Regions, and Transmigration has established the Village Development Index (IDM) as an instrument for measuring the level of village independence (Ministry of Villages, 2024). This index assists villages in identifying their needs and potential, ultimately fostering greater autonomy and well-being.

Local Economic Development (LED) is an effort to empower the economic potential of communities within a specific region by leveraging local strengths, including location advantages, natural resources, human resources, technology, managerial capabilities, institutional frameworks, and development assets (Hasan & Azis, 2018). As stated by Munir (2007), Local Economic Development (LED) is a process aimed at formulating development institutions at the regional level, enhancing human resource capacities to produce higher-quality products, and fostering industries and business activities on a local scale (Ari et al., 2013). Regional development is perceived as a collaborative effort between local governments and communities to create economic opportunities that align with human resource potential while optimizing the utilization of natural resources and local institutions (Ari et al., 2013). The success of Local Economic Development, as proposed by Blakely (1994), can be measured through several indicators: 1) expanding opportunities for small communities in employment and entrepreneurship; 2) increasing income-generating opportunities for the community; 3) empowering micro and small business institutions in production and marketing processes; and 4) strengthening institutional networks for partnerships among governments, private sectors, and local communities (Supriyadi, 2007). Based on the theoretical framework of Blakely and Bradshaw, the concept of local economic development, as presented in Table 1, has undergone a gradual shift over time. This shift moves toward more efficient utilization of existing resources while enhancing their quality, without altering the fundamental objectives to be achieved (Nurhazah & Kurniasari, 2019).

Table 1. Comparison between the old and new concepts of local economic development

Component	Old Concept	New Concept
Employment	More companies mean more jobs	Companies that create quality jobs suitable for the local population
Development Basis	Asset location development, economic sector development	Development of new economic institutions
	Comparative advantage based on physical assets	Competitive based on environment quality
Resources	Availability of workforce	Knowledge as an economic driver

(Nurhazah & Kurniasari, 2019)

The challenges faced in the development of small industrial activities are closely related to several issues, namely: 1) Weaknesses in accessing market opportunities and expanding market reach; 2) Weaknesses in capital structure and limitations in accessing funding sources; 3) Limited networking among small business entrepreneurs (marketing information systems); and 4) An unfavorable business climate due to destructive competition (Nurhazah & Kurniasari, 2019).

In relation to economic growth theory, human resource investment plays a crucial role in development. Krugman (1994) emphasizes that high-quality human resources are a key

factor for developing countries in their efforts to catch up with the development levels of other nations (Ari et al., 2013). The current era of information and technology further demonstrates that mastery of advanced technology significantly impacts both the quality and quantity of development itself (Ari et al., 2013). In the context of production processes, effective technological mastery fosters technological innovation (Ari et al., 2013). Such technological innovation can ultimately lead to the discovery of new products and more efficient production methods.

The concept of local economic development in villages focuses on the ability to mobilize resources, skills, and potential within a region to achieve high-quality and sustainable economic growth. According to the Spatial Planning of Bekasi Regency for 2011–2031, Setu Subdistrict serves as an urban center within the National Activity Center system of Jabodetabek, contributing to the development of national-scale industries. One of the villages in Setu Subdistrict actively developing its local economic potential is Muktijaya Village (Bekasi Regency Government, 2011).

Muktijaya Village, located in the Setu District of Bekasi Regency, has significant opportunities in agriculture and plantations. One type of commodity that can be developed as a local economic resource is galangal (*Alpinia galanga* L) (Mulya et al., 2023). Galangal is an herbal plant that offers various benefits in culinary, health, and beauty fields. Additionally, the growing interest in traditional medicinal plants makes galangal a commodity with promising economic prospects.

According to the Central Bureau of Statistics of Bekasi Regency (2024), the production of galangal in Bekasi Regency experienced a significant increase after the Covid-19 pandemic (BPS-Statistics Bekasi Regency, 2024a). In 2021, the production of biopharmaceutical plants, specifically galangal, in Setu District reached 185.6 tons with a harvested area of 52.8 hectares and productivity of 3.5 tons per hectare (BPS-Statistics Bekasi Regency, 2023). This production increased in 2022 to 1,550 tons with a harvested area of 220 hectares and productivity of 7.05 tons per hectare (BPS-Statistics Bekasi Regency, 2023). By 2023, galangal production in Setu District reached 2,940 tons with a harvested area of 510 hectares and productivity of 5.76 tons per hectare (BPS-Statistics Bekasi Regency, 2024a). Setu District is the largest galangal production center in Bekasi Regency. The Agricultural Office of Bekasi Regency revealed that among the villages producing galangal in Setu District, Muktijaya Village has the largest cultivation area, covering 43 hectares with a productivity rate of 24 tons per hectare. Compared to the total galangal production and harvested area in Bekasi Regency in 2023—3,006 tons and 526 hectares respectively—Setu District contributes significantly to galangal production in the region, particularly from Muktijaya Village (BPS-Statistics Bekasi Regency, 2024a). The abundant harvest has made galangal from Setu District a highly sought-after commodity in major markets across the Greater Jakarta area (Jabodetabek) (Mulya et al., 2023).

Currently, the cultivation and utilization of galangal in Muktijaya Village still face several challenges. The majority of farmers rely on conventional cultivation techniques and sell their harvests in raw form at relatively low prices. The lack of innovation in post-harvest processing and limited market access result in low added value for farmers (Mulya et al., 2023). If managed effectively and efficiently, galangal could be developed into various processed products such as herbal extracts, essential oils, instant powders, and other health-related products with higher economic value.

The development of the village economy focusing on galangal in Muktijaya requires a comprehensive plan, including improving agricultural yields, innovating processing methods, and expanding market access. By utilizing an approach that emphasizes the potential of the village's natural resources, galangal is expected to become a leading sector that supports the welfare of the local community. Therefore, this study aims to formulate the local economic development strategies to strengthen competitiveness and improve the livelihoods of farmers in Muktijaya Village.

2. Methods

2.1 Research approach

This study employs a descriptive research method with a qualitative approach using a case study. The qualitative approach is utilized because this research emphasizes a deep understanding of sustainable local economic development in the village, particularly concerning community empowerment and local economic independence (Asnuryati, 2023). The case study method was chosen as the researcher aims to obtain a detailed depiction of local economic development strategies in the village.

This research was conducted in Muktijaya Village, Setu Subdistrict, Bekasi Regency. Muktijaya is the furthest village from the center of Setu Subdistrict, located approximately 17 kilometers away (BPS-Statistics Bekasi Regency, 2024b). The area extends into Cileungsi Subdistrict, Bogor Regency, which often leads to it being considered part of Cileungsi. The implementation of this research took place from February to May 2025. The focus of this research is: 1) The supporting and inhibiting factors in developing the local economy in Muktijaya Village, Setu District; 2) The government's efforts in developing the local economy in Muktijaya Village, Setu District; and 3) Strategies for local economic development in Muktijaya Village, Setu District.

Table 2. Indicators of local economic development

Indicators	Variables (Blakely & Bradshaw, 2003)	Variables (Saragih, 2015)
Employment and Entrepreneurship Opportunities	Expansion of opportunities for small communities in employment and entrepreneurship	Competitiveness: The ability of a region to attract investments and create job opportunities
Income Improvement	Expansion of opportunities for the community to increase income	-
Empowerment of Micro and Small Enterprises	Empowerment of micro and small business institutions in production and marketing processes	Cluster development: Encouraging the grouping of industries or businesses that support each other to enhance efficiency and innovation
Partnerships and Networking	Empowerment of institutional networks for partnerships among government, private sector and local communities	Institutional development: Strengthening the capacity of local institutions to support economic development including cross-sector collaboration
Human Resource Development	Improving the skills and expertise of local communities	Enhancing the skills and knowledge of the population to contribute effectively to the local economy
Technology Utilization	-	Technology adoption: Promoting the use of new technologies to improve productivity and efficiency across various economic sectors
Local Resources and Oversight	Utilization of local natural resources and local oversight mechanisms	-
New Welfare Formation	Establishment of new welfare systems	-
Capacity Building	Implementation of new capacity-building initiatives	-
Resource Expansion	Expansion of resource utilization capabilities	-

The data sources used are secondary data based on documentation studies and literature reviews. The documentation study is directed at examining and analyzing published reports and data related to the phenomenon under investigation. Meanwhile, the literature review focuses on analyzing existing phenomena based on concepts or theories

relevant to the studied phenomenon. The concept of local economic development proposed by Blakely & Bradshaw (2003) and Saragih (2015) is utilized to provide an overview of development in Muktijaya Village (Hariyoko, 2021), considering several indicators outlined in Table 2. This study adopts several indicators and variables previously presented by other researchers. These indicators and variables are considered most relevant to illustrate the concept of local economic development in Muktijaya Village. A detailed overview is presented in Table 3.

Table 3. Indicators and variables of research

Indicators	Variables
Local Economic Criteria	Potential and issues of the village
Income Improvement	Main sectors driving the village economy
Job and Business Opportunities	Conditions of job availability
Partnerships and Networks	Social capital
Utilization of Technology	Innovation and technology
Human Resource Development	Communication processes within village institutions

2.2 Methods of data analysis

The analysis stage represents an advanced step in this research, focusing on data processing through the identification and examination of secondary data. To formulate the local economic development strategy for Muktijaya Village, the analysis is carried out in two main steps: identifying potential and issues in the village through a literature review and qualitative descriptive method and analysing the indicators and variables that influence local economic growth. These indicators include local economic criteria, income improvement, employment and business opportunities, partnerships and networks, technology utilization, and human resource development. Each indicator is analyzed qualitatively to provide a comprehensive understanding of the village's economic conditions, challenges, and opportunities. For instance, local economic criteria highlight the physical, social, and institutional dimensions supporting growth; income improvement analysis combines general revenue evaluation with Location Quotient (LQ) analysis to identify base sectors, while employment and business opportunities focus on job creation and enterprise expansion. Furthermore, partnerships and networks are examined to assess collaborations with private entities, NGOs, universities, and other villages, while technology utilization is studied in relation to agricultural efficiency and innovation. Human resource development is also analyzed to understand educational and training needs for enhancing community capacity. Finally, these analyses serve as the foundation for formulating local economic development strategies through SWOT analysis, ensuring that the strategies reflect field conditions while integrating relevant policies and development plans.

3. Results and Discussions

3.1 General overview

Muktijaya Village, located in Bekasi Regency, relies on the agricultural sector as the main driver of its economy. The village is uniquely characterized by its dependence on galangal production as a key economic activity. It covers an area of 5.03 km², representing about 9.22% of the total area of Setu Subdistrict (54.57 km²) (BPS-Statistics Bekasi Regency, 2024b). In 2023, Muktijaya has a population of 7,095 people with a population density of 1,410.54 per km², featuring a nearly balanced gender ratio (3,514 males and 3,581 females) (BPS-Statistics Bekasi Regency, 2024b). Studies indicate that over 55% of its residents earn their livelihoods in the secondary sector, while the remainder is engaged in the primary sector. Most of the villagers engage in small and medium-sized enterprises, focusing on processing agricultural products generated by the primary sector. Additionally, the villagers are involved in creative ventures such as handicrafts that utilize local materials.

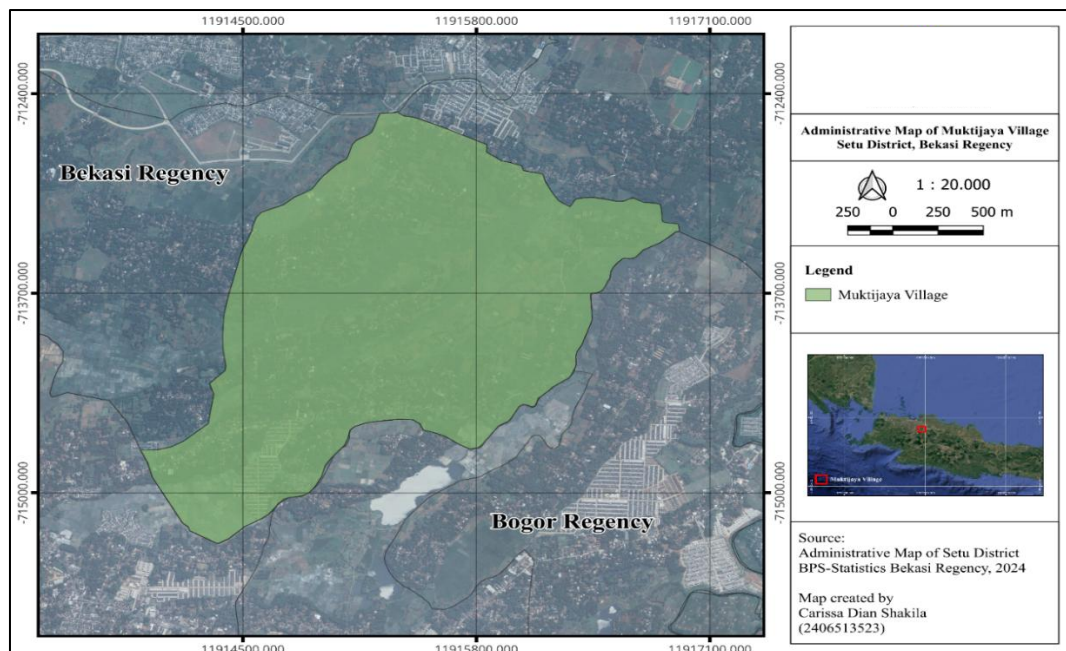


Fig 1. Administrative map of Muktijaya village
(BPS-Statistics Bekasi Regency, 2024)

There is a community social activity that promotes cultural traditions still practiced by the residents of Muktijaya Village. One of the cultural traditions that has been preserved to this day is the "*Babaritan*" tradition (Fahlevy, 2022). This tradition is a rich cultural heritage deeply rooted in the local community's life. Known as a form of gratitude to God for the abundant harvest, this tradition is celebrated annually in the month of Suro, specifically on Friday during the first week. The continuity of the *Babaritan* tradition in Mangga Village has been maintained thanks to the active role of community leaders committed to preserving this cultural heritage. The community demonstrates a strong desire to sustain this tradition as part of their identity. Furthermore, this activity also serves to strengthen the bonds of brotherhood among residents, fostering a sense of togetherness and mutual cooperation in daily life.

However, behind the spirit of preserving tradition and the strong sense of togetherness fostered through socio-cultural activities such as *Babaritan*, the community of Muktijaya Village also faces real challenges in their daily lives. The harmonious social life and the sustainability of traditions have not fully aligned with progress in the physical and economic development of the village. Although the community is able to maintain cultural wealth and strengthen solidarity among residents, they still require optimal support from the local government to improve their quality of life, particularly in aspects of infrastructure, village financial management, and marketing of agricultural products. These challenges represent a collective task to ensure that development in Muktijaya Village can proceed in a balanced manner between cultural preservation and the enhancement of community welfare.

The Bekasi Regency local government has undertaken various efforts to support economic development in Muktijaya Village; however, several aspects have not yet been fully implemented regarding road infrastructure, transparency in village fund usage, and agricultural product marketing. In terms of road infrastructure, there are still main roads that are severely damaged and have not received attention from the local government. These roads are vital access points for the community's daily activities, and ongoing damage disrupts residents' mobility. Regarding village funds, some residents have expressed that the village head lacks transparency in managing these funds, and the Village Consultative Body/*Badan Permusyawaratan Desa* (BPD) is perceived as less active in oversight. This situation poses a risk of financial mismanagement within the village. Additionally, concerning agricultural product marketing, although the local government has planned to assist with marketing efforts, concrete implementation of these plans is still needed.

(Alamsyah S, 2024). Farmers often face challenges in marketing their harvests, leading to price drops during harvest time. Real efforts to attract exporters and industries capable of absorbing local products need to be accelerated so that farmers can receive better prices.

3.2 Local economic conditions

Local economic criteria are essential elements in the economic development of a region, aimed at maximizing the potential of existing resources. Local economic development should also involve a significant portion of the community in the industrial process and ensure small-scale services, as indicated by the amount of investment and labor involved (Rozikin & Haris, 2021). With this approach, it is expected that sustainable job opportunities and improvements in local community welfare can be created, as well as strengthening regional competitiveness in a global context (Haridison et al., 2022).

Muktijaya Village has significant local economic potential, particularly in the agricultural sector. The Bekasi Regency Government has stated that among the villages producing galangal in Setu Subdistrict, Muktijaya has the largest cultivation area, reaching 43 hectares with a productivity of 24 tons per hectare (BPS-Statistics Bekasi Regency, 2024a). However, farmers in Muktijaya face challenges regarding efficient marketing, which is crucial for increasing their income. This research highlights the importance of marketing efficiency in supporting farmers' welfare and optimizing the village's local economic potential (Alamsyah S, 2024). Thus, a better understanding of the local economic dynamics in Muktijaya Village can help formulate more effective development strategies to enhance the welfare of its community. One of the main challenges is constraints in product marketing (Mulya et al., 2023). Farmers often struggle to sell their harvests at fair prices, especially during peak harvest times when prices tend to drop. Additionally, seed certification issues pose barriers for farmers seeking to improve the quality of their products.

Besides the marketing and certification challenges faced by farmers, the local economic dynamics in Muktijaya Village are also influenced by changes in land use patterns and the diversity of agricultural commodities. In recent years, some farmers have begun converting land from rice cultivation to oil palm or other horticultural crops in response to income fluctuations and land conditions that are less favorable for rice farming. This shift not only affects the income patterns of farming households but also impacts the overall economic potential of the village. However, efforts to develop an economy based on local potential are often hindered by the lack of comprehensive data and information on the village's actual conditions. The availability of a complete and accurate village profile is crucial for mapping potentials and formulating targeted development strategies, enabling more effective solutions to the challenges faced by farmers.

The existence of village profiles can be utilized to analyze the potential of a village. The role of a village profile, which reflects the actual conditions of the village, can be developed using appropriate analytical methods to identify the potential of the village area (Hariyoko, 2021). Muktijaya Village still lacks a comprehensive village profile, even though this profile is crucial for identifying local potentials that can support economic development. A village profile serves as a tool to provide comprehensive information regarding geographical, demographic, social, and economic conditions, as well as the potentials possessed by the village. Without a clear profile, efforts to explore and utilize local resources become hindered, preventing the optimization of existing economic potential. This situation may obstruct local economic growth and community welfare. For example, research shows that developing a village profile can assist in formulating more effective empowerment programs that align with community needs (Gunawan, 2017). Therefore, it is essential for the village government and relevant stakeholders to promptly establish a profile for Muktijaya Village so that local potential can be recognized and developed optimally.

Increasing the income of rural communities is a crucial indicator in assessing the success of rural development. Income growth through the main leading economic sectors in a village is a strategic process aimed at optimizing local potential to improve the welfare of rural populations. Generally, income increase can be defined as the enhanced economic

capacity of households to meet their living needs, save, and invest, which is marked by a rise in per capita income and overall community welfare (Tulus & Londa, 2014). In this context, income growth refers to systematic efforts to expand rural community income by developing economic sectors that have high added value, large labor absorption capacity, and broad market potential, such as agriculture, manufacturing, tourism, and trade (Sito & Ruchba, 2024).

In the framework of village development, income improvement heavily depends on the utilization and development of leading sectors that drive the local economy, including agriculture, livestock, fisheries, trade, and small to medium industries. These sectors form the backbone of rural economic activities because they absorb local labor and possess significant potential for sustainable development aligned with the characteristics and resources of the area. The village's leading sectors play a strategic role in strengthening economic independence by creating substantial added value for local products through a local resource-based development approach (Maulidia et al., 2023). Therefore, strategies to increase rural income should focus on strengthening these leading sectors through various interventions such as enhancing human resource capacity, technological innovation, access to capital, and expanding marketing networks. This approach not only stimulates rural economic growth but also accelerates structural transformation toward self-reliant, productive, and highly competitive villages.

The income growth of the community in Muktijaya Village is closely linked to the main economic driving sectors of the village, particularly rhizome agriculture, manufacturing industries, as well as infrastructure and economic institutional support. Muktijaya Village is recognized as one of the primary production centers for rhizomes such as galangal, lemongrass, turmeric, and aromatic ginger in Bekasi Regency, even serving as the main galangal supplier for the Greater Jakarta area (Jabodetabek). The galangal cultivation area in the village covers approximately 43 hectares with a productivity of around 24 tons per hectare, making the abundant harvest a leading commodity highly demanded by large markets in Jakarta and its surroundings (Mulya et al., 2023). However, the main challenges faced by farmers include marketing difficulties and price fluctuations during peak harvest seasons. To address this, local government efforts have focused on facilitating exporters and linking farmers with processing industries to stabilize and improve selling prices (Mulya et al., 2023).

Beyond agriculture, the manufacturing sector also serves as a major pillar of Setu Subdistrict's economy, contributing approximately 34.06% to the subdistrict's Gross Regional Domestic Product (GRDP). The trade, hotel, and restaurant sectors also make significant contributions, accounting for 27.33% (BPS-Statistics Bekasi Regency, 2024b). Within Muktijaya Village itself, the textile and weaving craft industry is among the most prominent, strengthening the village's economic diversification and creating employment opportunities for local residents (BPS-Statistics Bekasi Regency, 2023). This sector not only adds variety to the village's economic products but also provides jobs and increases income, especially for women and local artisans. Furthermore, the craft industry contributes to preserving local cultural heritage while enhancing the competitiveness of village products in regional markets. Additionally, the presence of minimarkets, grocery stores, eateries, and restaurants scattered across various villages in Setu Subdistrict supports daily economic activities and strengthens the distribution network for local products. Thus, the synergy between manufacturing, trade, and service sectors in Setu forms a solid and sustainable economic foundation capable of driving economic growth and improving the overall welfare of the community.

Job opportunities and entrepreneurship in rural areas are critical aspects of rural economic development, directly contributing to improving community welfare and reducing poverty. According to recent studies, the dynamics of employment in rural regions have shown structural changes with increasingly diverse job opportunities, extending beyond agriculture to include services and manufacturing industries (Winarso, 2014). Agriculture remains the primary employer in villages, particularly through farming activities and agricultural labor. This is largely due to the limited education and skills of

rural residents, making them more readily absorbed into this sector. However, productivity in agriculture tends to remain low, necessitating technological innovations and training programs to enhance efficiency and farmer incomes.

Government initiatives such as the “*Dana Desa*” (Village Fund Program), introduced in 2014, have had a significant positive impact on increasing job opportunities in villages. This program provides autonomy to villages for managing resources and investing in infrastructure and human capital development, thereby creating new job opportunities, especially in services and micro-enterprises. Research indicates that the implementation of *Dana Desa* has increased weekly working hours, particularly for women, and facilitated a shift in labor from agriculture to more productive and diverse service sectors (Kusdino et al., 2018). This shift not only boosts household incomes but also reduces poverty levels in beneficiary villages.

Entrepreneurship in rural areas has also expanded through small-scale trading activities, handicrafts, and service businesses. These ventures offer flexible work opportunities accessible to various groups, including women and youth. However, challenges such as limited access to capital, technology, and product marketing persist, requiring support from local governments and relevant institutions to foster sustainable business development (Kusdino et al., 2018).

In Muktijaya Village, job opportunities reflect the socio-economic conditions of its residents. Most villagers rely on agriculture, particularly rhizome cultivation (e.g., galangal, turmeric, lemongrass), which serves as the village's flagship commodity. Efforts to enhance capacity and diversify businesses have been initiated; for instance, in December 2023, 33 members of the village's Women Empowerment Group/*Pemberdayaan Kesejahteraan Keluarga* (PKK) participated in training at the Agricultural Training Center/*Balai Besar Pelatihan Peternakan* (BBPP) Lembang. The training emphasized modern agricultural technologies such as hydroponic vegetable cultivation and agricultural product processing. Participants learned theoretical concepts alongside practical techniques like seedling preparation for highland vegetables, using hydroponic nutrient solutions (AB mix), and planting with wick systems. Additionally, they were trained to process corn into value-added products like ice cream—creating new business opportunities within households (BBPP Lembang, 2023).

Entrepreneurial opportunities in Muktijaya Village have grown within manufacturing industries and handicrafts—particularly textile weaving—which serve as alternative income sources for residents. Micro- and small-scale enterprises play a vital role in creating jobs for villagers, especially women and youth. These businesses strengthen local economic structures while reducing reliance on agriculture alone. However, challenges such as limited access to funding, technological advancements, and product marketing remain barriers that require intervention from government agencies to promote sustainable growth.

The Bekasi Regency Government has also supported job creation through infrastructure improvements reflected in the Strategic Plan of the Housing Department/*Dinas Perumahan Kawasan Permukiman dan Pertanahan Kota Bekasi* (Disperkimtan Bekasi) from 2018–2023. This plan emphasizes not only the provision of affordable rental housing (Rusunawa) for low-income families, which indirectly contributes to social stability and economic development by fostering a conducive environment for business growth, but also focuses on enhancing the quality of public services and infrastructure across housing, residential areas, and office zones. Key targets include improving the quality of public facilities, educational and health infrastructure, and ensuring integrated, synchronized, and sustainable development aligned with regional and national policies (Housing Settlement Areas and Land Affairs Office of Bekasi Regency, 2018). The strategic plan outlines comprehensive efforts to optimize resource use efficiently and equitably, promote community participation, and strengthen coordination between government levels and sectors. By improving housing conditions and urban infrastructure, the government aims to create livable environments that attract investment and support the growth of micro, small, and medium enterprises (MSMEs), which are vital for expanding employment opportunities in rural and peri-urban areas. Furthermore, the plan integrates spatial planning and land

management to ensure that development is balanced and environmentally sustainable, addressing challenges posed by Bekasi's proximity to Jakarta and neighboring regencies, thereby enhancing regional synergy (Housing Settlement Areas and Land Affairs Office of Bekasi Regency, 2018)

Partnership and networking are interrelated and essential concepts in community and organizational development, as outlined in various recent journals. According to Law No. 9 of 1995, partnership is defined as a form of business cooperation that is directly or indirectly interconnected among the partnering elements, based on the fundamental principles of mutual necessity, mutual reinforcement, and providing benefits to all parties involved. Partnership can be seen as a business strategy undertaken by two or more parties over a certain period to achieve mutual benefits, emphasizing shared vision, agreement, and a commitment to mutual need and growth (Sarwoko et al., 2021). Partnerships and networks at the village level are crucial strategies for sustainable rural development (Bhudianto, 2014). In the village context, partnership refers to cooperation between two or more parties that form a collaborative bond in a particular business field or for a specific purpose to achieve better outcomes (Samsara, 2016). In village development, such partnerships involve collaboration among the village government, the community, and third parties such as the private sector or non-governmental organizations.

Networking in villages refers to a social structure consisting of relationships among individuals or groups that enable the exchange of information, resources, and support. These networks can strengthen social solidarity and facilitate collective action within the community. For example, the Village Development Movement/*Gerakan Desa Membangun* (GDM) is an inter-village network aiming to achieve sovereignty in economic, political, social, cultural, and technological domains (Badri, 2016). Through such networks, villages can manage resources and governance independently, thereby strengthening their position in facing development challenges.

The implementation of partnerships and networking in Muktijaya Village is reflected in various initiatives involving collaboration among the government, community, and private sector. A concrete example is the activities of the Subur Jaya Farmers Group, which cultivates red galangal. Research indicates that this group has developed three marketing channels, ranging from direct sales to retailers to sales through wholesalers (Alamsyah S, 2024). Nevertheless, marketing efficiency remains a challenge, particularly regarding the profit margins received by farmers. This highlights the importance of strengthening networks between farmers and market actors to improve farmers' welfare.

Social capital in villages comprises a collection of social resources created from strong social networks, trust, norms, and shared values among village residents. Recent journals indicate that social capital serves as an essential instrument in empowering rural communities, where trust, social networks, and norms form the main foundation enabling cooperation and collaboration to achieve common goals, such as development and improving community welfare (Alfiansyah, 2023). Social capital also includes aspects of mutual cooperation, active citizen participation, and social solidarity, which act as the adhesive in village social life, thus strengthening community independence and resilience in facing various challenges.

One notable manifestation of social capital is the *Babaritan* tradition in Kampung Mangga. This tradition is a customary ritual performed as an expression of gratitude for the harvest and the safety of the residents. Through collective participation in *Babaritan*, strong social networks, norms of togetherness, and interpersonal trust are formed, all of which are core components of social capital (Fahlevy, 2022). This tradition demonstrates how local cultural values can reinforce solidarity and cooperation within rural communities.

The utilization of technology in rural areas has become a crucial catalyst for accelerating development, improving the efficiency of public services, and promoting economic self-reliance within communities. The application of information and communication technology (ICT) in village governance encompasses various domains, ranging from administrative management and resource management to local economic development through e-commerce and other digital platforms (Ridho, 2024). By leveraging

technology, villages can optimize local assets and potential, enhance service systems, and broaden access to information for residents. However, the implementation of technology in rural areas also faces challenges such as limited infrastructure, inadequate digital literacy, and resistance to change. Therefore, a comprehensive strategy is needed, including training for village officials and the community, provision of adequate infrastructure, and collaboration between government, the private sector, and local communities to ensure the success of digital transformation in villages.

The adoption of innovation and technology in Muktijaya Village has shown significant progress across various aspects of community life, particularly in agriculture and education. Recent research indicates that Muktijaya Village is recognized as a major supplier of galangal in the Greater Jakarta area, where technology and innovation in agricultural management and marketing are being implemented to improve distribution efficiency and the competitiveness of local commodities (Mulya et al., 2023). For example, galangal farmers in this village utilize transportation technologies such as motorcycles and pick-up trucks to deliver products to key markets in Greater Jakarta, including Kramatjati Market in Jakarta, which is a primary marketing target. This demonstrates the integration of logistics technology, which helps expand market reach and stabilize product selling prices.

In addition, technological innovation has also been applied in the fields of education and community empowerment. A community service program at SD Negeri Muktijaya 03 introduced simple hydroponic technology and catfish farming in buckets as productive business alternatives that can be conducted on limited land (Basuki et al., 2022). This training not only provided new knowledge to teachers and school members but also opened up new environmentally friendly business opportunities that are efficient in resource use. Hydroponic technology enables off-season crop cultivation without relying on natural conditions such as floods or droughts, thereby enhancing local food security and diversifying rural household incomes.

On the other hand, innovation in basic education is also a key focus in Muktijaya Village through the implementation of a basic literacy program at PKBM Gilang Tiara, which utilizes adaptive learning methods to eradicate illiteracy (Wardani, 2018). This program integrates simple information technology and community-based learning approaches, thereby improving educational access for previously underserved residents and contributing to the enhancement of human resource quality in the village.

Human resource development (HRD) in villages is a crucial factor in enhancing the quality of development and the welfare of rural communities. The process of HRD in villages can be carried out through various approaches such as practical skills training, improving the quality of education, and empowering community capacity so they can act as drivers and managers of village development. Education is the main key in HRD because with good education, rural communities can more easily manage available resources and improve their work performance (Chornelia et al., 2023). Furthermore, empowering local human resources through formal and non-formal education, relevant vocational training aligned with village potentials, and access to technology are primary pillars supporting village progress. Active participation of the community, including women and vulnerable groups, as well as collaboration between village governments and community institutions, is vital in creating inclusive and sustainable HRD programs. Effective HR management also involves participatory mapping of the needs and potentials of village human resources, ensuring that programs are designed according to local conditions and aspirations. The positive impact of HRD not only enhances the skills and knowledge of the community but also improves the performance of village officials in administration, financial management, and public services, ultimately supporting the efficiency and effectiveness of village development (Supriadi & Marselina, 2024). Therefore, HRD in villages must be managed professionally and sustainably to drive improvements in the quality of life of rural communities and achieve inclusive and sustainable development.

Bekasi Regency Government actively strives to improve the quality of human resources through various community empowerment programs focused on enhancing the skills and capacities of village residents. One concrete effort is infrastructure improvement, such as

repairing the main road spanning 600 meters, which serves as a vital access route for community mobility and connection to the city center, indirectly supporting the economic and social activities of Muktijaya Village residents (Bekasi Regency Government, 2023). This infrastructure improvement facilitates the distribution of agricultural products, especially rhizome commodities that are the village's mainstay, supported by the government bringing in exporters to assist local farmers in marketing their products, thereby opening opportunities to increase income and community welfare. Additionally, HRD is also carried out through programs empowering women and families, exemplified by the implementation of the Program to Enhance the Role of Women Towards Healthy and Prosperous Families/*Program Peningkatan Peranan Wanita Menuju Keluarga Sehat Sejahtera* (P2WKSS) in Setu District (Yusoof, 2020). Although focused in Kertarahayu Village, this program highlights the importance of increasing women's roles in village development. The program successfully improves women's skills in entrepreneurship and home industries, which can serve as a model for HRD in Muktijaya Village with adjustments to local potential. Challenges such as budget limitations and community understanding must be addressed through socialization and cross-sectoral support.

Communication among village officials in Muktijaya Village occurs intensively and participatively, especially in the context of local economic development. The village officials actively serve as mediators and facilitators in uniting various community elements, including traditional leaders and religious figures, through regular deliberation forums held at the village level (Bekasi District Government, 2021). This communication is not only formal but also informal, enabling the establishment of strong social bonds between village officials and the community. Such communication mechanisms support the coordination of village activities and help maintain cultural traditions amid modernization dynamics. Furthermore, village officials employ an adaptive communication approach that respects local values and community aspirations, fostering an atmosphere of openness and high trust among all village elements. This is evident from the involvement of village officials in various traditional and social activities involving residents, which also serve as effective communication channels for decision-making and conveying important information to the community.

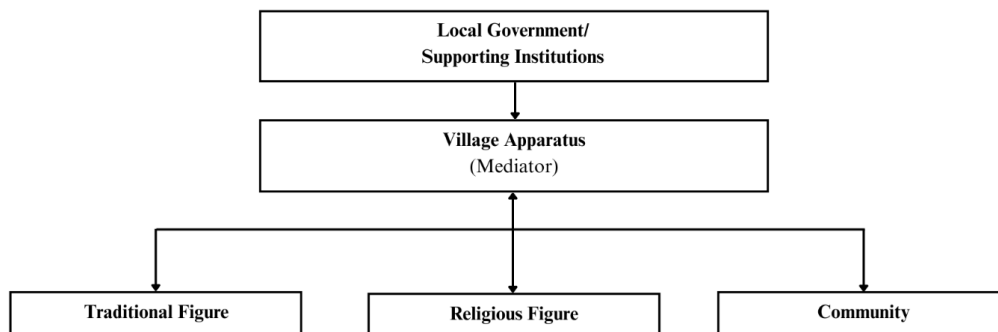


Fig. 2. Communication scheme among stakeholders

The communication scheme illustrates the hierarchical and coordinative relationships within the village government. At the highest level, there is the "Local Government/Supporting Institutions," which represents the support and guidance from regional government or other supporting agencies to the village apparatus. Next, the "Village Apparatus (Mediator)" acts as the primary liaison bridging communication between the regional government and village community elements. This village apparatus functions as a mediator, receiving information from above and conveying it to the "Traditional Figure" (customary leader), "Religious Figure" (religious leader), and the "Community." The arrows indicate the direction of communication, which is generally top-down but also reflects interaction and feedback from the community to the village apparatus. Thus, this scheme depicts how information and policies flow from the regional

government to the village community through the village apparatus as the main facilitator, while still accommodating the important roles of customary and religious leaders in maintaining harmony and community participation. With this holistic approach, human resource development in Muktijaya Village can drive improvements in community quality of life, strengthen the village's economic resilience, and accelerate sustainable development in the area.

3.3 SWOT analysis summary

The local economic landscape of Muktijaya Village is shaped by its agricultural potential, especially as a center for galangal cultivation. To comprehensively assess the prospects and challenges for local economic development, a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis has been conducted based on secondary data and literature review. This analysis provides a strategic overview of internal and external factors influencing the village's economic trajectory.

Table 4. SWOT summary

Aspects	Key Points	Sources
Strengths	Largest galangal cultivation area in Setu District (43 ha).	BPS-Statistics Bekasi Regency, 2024a
	High productivity (24 tons/ha) above regional average.	BPS-Statistics Bekasi Regency, 2024a
	Strong and growing market demand in Jabodetabek.	Mulya et al., 2023
	Experienced farming community with established local institutions.	Mulya et al., 2023
	Support from local government and village empowerment programs.	Bekasi Regency Government, 2011
	Reliance on conventional farming techniques.	Mulya et al., 2023
	Limited post-harvest innovation and processing facilities.	Mulya et al., 2023
Weaknesses	Minimal product diversification (mostly raw galangal sold).	Mulya et al., 2023
	Restricted market access and distribution channels.	BPS-Statistics Bekasi Regency, 2024a
	Limited access to capital and modern agricultural technology.	Nurhazah & Kurniasari, 2019
	Rising demand for herbal and traditional medicine products nationally.	Bekasi Regency Government, 2011
Opportunities	Potential for value-added processing (extracts, oils, instant powders, etc.).	Mulya et al., 2023
	Access to government/MSME support and rural development programs.	Ministry of Villages, 2024
	Advances in agricultural technology and digital marketing.	Ari et al., 2013
	Potential for partnerships and cluster development with other local businesses.	Blakely & Bradshaw, 2003; Saragih, 2015
	Competition from other galangal-producing regions.	Mulya et al., 2023
Threats	Fluctuations in commodity prices affecting farmer income.	Mulya et al., 2023
	Dependence on raw commodity market with low added value.	Mulya et al., 2023
	Limited marketing networks and partnerships outside the region.	Nurhazah & Kurniasari, 2019
	Environmental risks (e.g., climate variability, pest outbreaks) impacting agricultural yields.	BPS-Statistics Bekasi Regency, 2024a

Muktijaya Village possesses several notable strengths that underpin its role in local economic development. As the largest galangal-producing area in Setu District, Bekasi Regency, it has a cultivation area of 43 hectares with a productivity rate of 24 tons per hectare, far above the district average (BPS-Statistics Bekasi Regency, 2024a). This strong production capacity is reinforced by the community's long tradition in galangal farming, which fosters resilience and adaptability among local farmers. In addition, high market demand, particularly from the Greater Jakarta area (Jabodetabek), ensures a stable source of income, while the presence of farming groups and local institutions facilitates organized production and distribution (Mulya et al., 2023). Nevertheless, Muktijaya also faces internal weaknesses, including its continued reliance on conventional farming methods with limited adoption of modern agricultural practices, resulting in inefficiency and restricted yield improvement. Post-harvest innovation is also minimal, as most galangal is sold in raw form at relatively low prices, and the lack of local processing facilities or knowledge of product diversification further constrains economic benefits. Inadequate infrastructure and limited market information additionally hinder farmers from accessing broader markets (Mulya et al., 2023). On the other hand, various opportunities exist, such as the growing demand for herbal and traditional medicinal plants, which opens pathways for value-added products like herbal extracts, essential oils, and instant powders (Bekasi Regency Government, 2011). Government initiatives, including support for MSMEs and the empowerment of local communities under Law No. 6 of 2014 on Villages, offer further potential for capacity building, funding, and technological advancement. Advances in agricultural technology and digital marketing also create new avenues for innovation and market expansion. Despite these opportunities, Muktijaya faces external threats such as increasing competition from other galangal-producing regions, commodity price fluctuations, and overdependence on the raw commodity market, leaving the village vulnerable to price volatility and changing consumer preferences (Mulya et al., 2023). The absence of strong marketing networks and partnerships further limits its ability to negotiate favorable prices or access wider markets, underscoring the need for diversification and strategic development.

3.4 local economic development strategies

In order to formulate effective and targeted local economic development strategies, it is essential to analyze the internal and external factors that influence the economic potential of Muktijaya Village. The SWOT analysis—encompassing Strengths, Weaknesses, Opportunities, and Threats—serves as a strategic tool to identify the village's competitive advantages, existing challenges, promising opportunities, and potential risks. By systematically mapping these factors, stakeholders can design strategies that leverage strengths and opportunities while addressing weaknesses and mitigating threats. The following SWOT Matrix translates the key findings of the SWOT analysis into concrete strategic alternatives for Muktijaya Village. Each quadrant of the matrix (SO, WO, ST, WT) presents a set of strategies that are tailored to the village's current conditions, with the aim of optimizing the development of galangal as a leading commodity, enhancing community welfare, and ensuring sustainable village economic growth. This matrix is expected to serve as a practical reference for policymakers, village leaders, and local stakeholders in implementing participatory and innovative development initiatives.

The formulation of the SWOT strategy matrix provides a comprehensive and practical framework for advancing local economic development in Muktijaya Village. Each quadrant in the matrix offers a set of strategies that are tailored to the village's unique internal strengths and weaknesses, as well as the external opportunities and threats it faces. By leveraging the strengths—such as the extensive galangal cultivation area, high productivity, and strong institutional support—Muktijaya Village is well-positioned to capitalize on the growing demand for herbal products and government programs aimed at rural empowerment.

Table 5. Local economic development strategies in SWOT matrix

EFAS	IFAS	Strengths	Weaknesses
		1. Largest galangal cultivation area in Setu District (43 ha).	1. Reliance on conventional farming techniques.
		2. High productivity (24 tons/ha) above regional average.	2. Limited post-harvest innovation and processing facilities.
		3. Strong and growing market demand in Jabodetabek.	3. Minimal product diversification (mostly raw galangal sold).
		4. Experienced farming community with established local institutions.	4. Restricted market access and distribution channels.
		5. Support from local government and village empowerment programs.	5. Limited access to capital and modern agricultural technology.
Opportunities		S-O Strategies	W-O Strategies
1. Rising demand for herbal and traditional medicine products nationally.	1. Develop value-added galangal products.	1. Facilitate technology transfer and training.	
2. Potential for value-added processing (extracts, oils, instant powders, etc.).	2. Promote Muktiyaya as a leading herbal center in Jabodetabek.	2. Access government grants and MSME programs.	
3. Access to government/MSME support and rural development programs.	3. Initiate farmer training programs.	3. Expand market access by leveraging digital platforms and participating in trade fairs.	
4. Advances in agricultural technology and digital marketing.	4. Form business clusters and partnerships with local MSMEs.	4. Encourage product innovation.	
5. Potential for partnerships and cluster development with other local businesses.	5. Utilize government and village empowerment programs.	5. Strengthen farmer cooperatives.	
Threats		S-T Strategies	W-T Strategies
1. Competition from other galangal-producing regions.	1. Enhance product quality and certification.	1. Establish early warning systems and contingency plans for environmental risks and price volatility.	
2. Fluctuations in commodity prices affecting farmer income.	2. Build resilient supply chains.	2. Invest in infrastructure improvements.	
3. Dependence on raw commodity market with low added value.	3. Develop risk management programs.	3. Implement cooperative marketing strategies	
4. Limited marketing networks and partnerships outside the region.	4. Promote sustainable farming practices.	4. Seek technical assistance and partnerships to improve access to capital and technology.	
5. Environmental risks (e.g., climate variability, pest outbreaks) impacting agricultural yields.	5. Strengthen local institutions.	5. Encourage gradual adoption of innovation.	

The SO (Strengths-Opportunities) strategies emphasize the importance of utilizing existing resources and capacities to seize emerging opportunities. For example, by developing value-added galangal products and promoting Muktiyaya as a leading herbal center, the village can enhance its competitiveness in regional and national markets. Training programs and business cluster development can further strengthen the skills and networks of local farmers and entrepreneurs. Meanwhile, the WO (Weaknesses-Opportunities) strategies focus on overcoming internal limitations by tapping into external

support and innovation. Facilitating technology transfer, improving access to government grants, and encouraging collaboration with research institutions are crucial steps to address the reliance on conventional farming methods and limited product diversification. Strengthening farmer cooperatives and expanding digital marketing channels will also help in reaching broader markets and improving the bargaining position of local producers.

The ST (Strengths-Threats) strategies are designed to use the village's existing strengths to mitigate potential risks. Enhancing product quality and certification, building resilient supply chains, and promoting sustainable farming practices are essential to differentiate Muktijaya's products and ensure long-term stability amid competition and price fluctuations. Institutional strengthening and risk management programs can help the community better anticipate and respond to environmental and market challenges.

Finally, the WT (Weaknesses-Threats) strategies aim to minimize vulnerabilities and avoid external risks. Investments in infrastructure, cooperative marketing, and technical assistance are necessary to address limited market access and exposure to environmental hazards. Gradual adoption of innovation through pilot projects can reduce resistance among farmers and ensure a smoother transition toward more modern and efficient agricultural practices. Overall, the implementation of these strategies requires strong coordination among local stakeholders, government agencies, and private sector partners. By adopting an integrated and participatory approach, Muktijaya Village can enhance its economic resilience, increase community welfare, and serve as a model for sustainable rural development. The success of these strategies will depend on continuous evaluation, capacity building, and the ability to adapt to changing economic and environmental conditions.

4. Conclusion

The development of the local economy in Muktijaya Village, Setu Subdistrict, Bekasi Regency, represents a strategic effort to improve the welfare of rural communities through the optimal utilization of natural and human resources. This study highlights the importance of the village's role as a subject of development, in accordance with Law No. 6 of 2014 on Villages, which grants broader authority to villages to manage development and community empowerment. The study affirms that local economic development based on village potential, such as the red galangal commodity, can drive inclusive and sustainable economic growth when supported by enhanced human resource capacity, technological innovation, and the strengthening of institutions and networks.

The findings indicate that Muktijaya Village possesses significant potential as a galangal production center yet faces persistent challenges such as limited innovation and market access. By implementing development strategies focused on local resource potential, product innovation, and institutional strengthening, the village can increase economic value and improve community welfare. These conclusions are supported by BPS data, previous research, and relevant literature analysis.

In summary, this research recommends formulating the local economic development strategies based on the village's leading potential, particularly the red galangal commodity, with an emphasis on strengthening community capacity, product innovation, and cross-sectoral collaboration. In this way, Muktijaya Village is expected to become a successful example of local economic development that can sustainably increase community income and welfare, while also strengthening village self-reliance in facing future development challenges.

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