



Sragen Government's Business Communication Strategy for Economic Empowerment and Poverty Alleviation

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Abstract

This study aims to analyze the business communication strategy of the Sragen Regency Government in building multi-sector collaboration for community economic empowerment as an effort to address extreme poverty. The research method used is a case study with data collection techniques through in-depth interviews with stakeholders, non-participatory observation on the implementation of the Village Completed Poverty program, and analysis of policy documents and program reports. Data analysis techniques use descriptive analysis to identify patterns of business communication strategies, while data validity is strengthened by triangulation from various sources. The results of the study indicate that the implemented business communication strategy is based on the principles of two-way communication, openness, and transparency carried out through formal forums and direct interactions with the community. Cross-sector collaboration involves regional apparatus organizations, village governments, the business world, the private sector through social responsibility programs, and philanthropic institutions with mutual cooperation support. The implementation of this strategy is able to strengthen the Village Completed Poverty program by providing business capital assistance, skills training, the provision of productive tools, and facilitation of education and basic infrastructure. The research findings show a significant decrease in the number of extremely poor families in the target villages and an increase in the economic independence of the beneficiary community. The conclusion of this study is that the success of economic empowerment and extreme poverty alleviation in Sragen Regency is very much determined by the optimization of business communication strategies that build trust, participation, and synergy between stakeholders.

Introduction

Poverty remains a global issue that receives serious attention in various international development agendas, including within the framework of the Sustainable Development Goals (SDGs) (Liu et al., 2015; Yusuf et al., 2025; Bueno et al., 2025). Poverty is understood as a condition in which individuals or groups lack the ability to meet basic economic needs or improve their quality of life adequately (Lawelai & Nurmandi, 2022; Fang & Hong, 2025; Rustamova et al., 2025). In the Indonesian context, extreme poverty is defined as a condition in which households have expenditure levels far below the poverty line, making them unable to sustainably meet basic needs (Ibrahim, 2025; Hailat et al., 2025; Herforth et al., 2025).

In Sragen Regency, extreme poverty is a crucial issue requiring comprehensive, cross-sectoral intervention (Syahza et al., 2025; Puspitanigarti & Satriya, 2025; Masita et al., 2025). Data shows that in the 2022–2024 period, 45 villages fell into the extreme poverty category, despite interventions (Aulia et al., 2025; Muhammad et al., 2025; Siregar et al., 2025).

The government has only reached nine villages: Jabung, Kadipiro, Cemeng, Tlogotirto, Bukuran, Bonagung, Kedungwaduk, Bendo, and Pare. This situation illustrates the gap between field needs and government intervention capacity, necessitating a more innovative, integrative, and sustainable approach (Boru et al., 2025; Boni et al., 2025).

One of the innovations launched by the Sragen Regency Government is the Village to Complete Poverty (Desa Tumis) program (Sari & Sabandi, 2025; Irawati, 2025). This program uses a bottom-up approach involving various stakeholders, including Regional Apparatus Organizations (OPD), village governments, regional business forums, the private sector through corporate social responsibility schemes, and beneficiary communities (Thampi et al., 2025; Abidin & Apandi, 2025). This multi-sector collaboration not only provides economic assistance but also provides skills training, business capital, and supporting facilities through Productive Economic Enterprises (UEP) (Sanijan et al., 2025; Suryanti et al., 2026; Faisyahril et al., 2025). The success of this program is largely determined by an effective business communication strategy, as communication connects interests between actors, unifies visions, and builds trust to create synergy (Ventura, 2023; Purnamawati et al., 2023; Tariq, 2025).

Several previous studies have discussed the role of communication in development and cross-sector collaboration, but specific studies on local government business communication strategies in addressing extreme poverty are limited (Wu et al., 2025; Islam et al., 2025; Sakti et al., 2025). Yet, effective communication strategies play a crucial role in ensuring program integration, resource optimization, and the sustainability of community economic empowerment (Mustari et al., 2024; Harinurdin et al., 2025; Huang et al., 2025).

Based on these conditions, this study aims to analyze the business communication strategy of the Sragen Regency Government in building multi-sector collaboration as an effort to empower the community's economy and address extreme poverty (Faisal et al., 2025; Sumaiya et al., 2025; Mkhize, 2025). Thus, this study is expected to provide academic contributions through the development of business communication theory in the context of Collaborative Governance, while also serving as a practical reference for other local governments in developing more effective and sustainable poverty alleviation policies.

Methods

The type of research used in this study is a case study focusing on the Sragen Regency Government's business communication strategy in building multi-sector collaboration for community economic empowerment and extreme poverty alleviation. The case study approach was chosen because it can provide a deeper and more contextual understanding of the design and implementation of cross-sector communication strategies in the Village Completed Poverty (Desa Tumis) program.

The research data was obtained through in-depth interviews with various key stakeholders, such as the Regional Development Planning, Research, and Development Agency (Bapperida), Regional Government Organizations (RUUs) including the Social Services Agency, the Cooperatives, Micro Enterprises, Industry and Trade Agency, and the Food Security and Agriculture Agency. In addition, village officials, such as village heads and field technical teams, participated.

provided information on program implementation at the village level, while businesses and private institutions, through corporate social responsibility schemes, contributed external collaboration perspectives. Data was also obtained from beneficiaries of the Productive

Economic Enterprise (UEP) program, providing a first-hand view of the assistance's effectiveness on their lives.

In addition to interviews, researchers also conducted non-participatory observations of the communication process within the Tumis Village program, from assessment and socialization to implementation evaluation in target villages. These observations enabled researchers to capture communication dynamics more authentically, both in formal forums and in direct interactions between actors. This research also utilized document analysis, such as P3KE data, program reports, and local government policies related to poverty alleviation, to strengthen the information obtained from the field.

Data validity was tested using source triangulation. Information from Bapperida was used to understand indicators and categories of extreme poverty, such as expenditure, physical condition of houses, asset ownership, and uninhabitable houses. Data from Regional Apparatus Organizations (APOs) illustrated the roles of each agency, from the initial assessment by the Social Service, distribution of equipment and business capital by the Diskumindag, skills training by the Manpower Service, to goat distribution by the DKP3. Village officials provided contextual data on recipient criteria, while beneficiary communities demonstrated the extent to which the program impacted income growth and economic independence.

descriptive analysis methods , which systematically compile and describe the obtained data according to the research focus. The data is presented to demonstrate communication patterns between actors, coordination mechanisms, the role of regional government agencies (OPD), private sector contributions, and community participation. This descriptive analysis is used to provide a comprehensive overview of the effectiveness of business communication strategies in supporting cross-sector collaboration and achieving the objectives of the Tumis Village program in Sragen Regency.

Results and Discussion

Business Communication Strategy Pattern of Sragen Regency Government

Table 1. Sragen Regency Government's Business Communication Strategy Pattern in the Tumis Village Program

Forms of Communication	Executor	Objective	Characteristics
Field data collection & initial assessment	Social Services & village officials	Exploring the real conditions of extremely poor families (expenditures, assets, RTLH)	Personal, direct, two-way interview
Village deliberation forum	OPD, village officials, community, business forum, CSR	Program socialization, aspiration gathering, consensus	Multidirectional, participatory communication
Open socialization (village hall)	Regional government & OPD	Dissemination of information on the Tumis Village program	Top-down, transparent
Cross-sector coordination	District government, OPD, private sector,	Alignment of vision & collaboration strategy	Formal, collective, consensus-based

	regional business forum		
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Source: Field data, 2022–2024 (processed by the author)

The research results show that the business communication strategy developed by the Sragen Regency Government in the *Village to Complete Poverty* (Tumis Village) program emphasizes a two-way communication pattern that is participatory and transparent. In the initial assessment process, for example, the Social Service, along with village officials, communicated directly with extremely poor families through one-on-one interviews to explore the real conditions, including expenses, assets, and housing suitability (RTLH). This communication pattern demonstrates openness of information and personal interactions that build trust between the government and the community.

In addition to personal communication, the local government also utilizes village-level deliberation forums to promote the program and gather community input. These forums allow for multidirectional communication, allowing village officials, regional government agencies (OPD), the business community, and beneficiary communities to express their differing opinions and needs. This ensures that communication is not only top-down but also bottom-up, in keeping with the collaborative spirit of the Tumis Village program.

This communication approach aligns with the principles of *Collaborative Governance*, particularly regarding consensus-oriented and multidirectional communication. The government acts as a facilitator, unifying the visions of various actors, while the private sector, through CSR initiatives and regional business forums, participates in joint communication. With open and participatory communication patterns, cross-sector coordination can be more effective in supporting community economic empowerment and reducing extreme poverty.

Multi-Sector Collaboration in the Tumis Village Program

Research results show that the success of the Poverty-Reducing Village (Tumis Village) program in Sragen Regency is heavily influenced by multi-sector collaboration involving local government, village officials, the private sector, and the community. This collaboration is built on the principle of mutual cooperation, where each party contributes according to their respective capacities and authorities, creating a symbiotic relationship in addressing extreme poverty.

The Social Services Agency plays a primary role in implementing initial assessments for extremely poor families, by collecting data and evaluating beneficiary eligibility to ensure targeted assistance. The Department of Industry and Trade plays a role in strengthening community business.

through the provision of production equipment, such as sewing machines, overlock machines, and furniture equipment, as well as business capital of Rp 2,300,000 per recipient family. The Manpower Office also supports human resource capacity building by providing 21-day training in sewing, welding, and automotive skills. Meanwhile, the DKP3 contributes by providing goats, which are expected to provide a sustainable source of income for poor families.

The Tumis goat farming program has successfully collected significant numbers of goats in various regions. In Bukuran Kalijambe, there are 77 goats participating in this program. Meanwhile, in Jabung Plupuh, there are 48 goats registered. Tlogotirto Sumberlawang Village is recorded as having 29 goats, while in Bonagung Tanon the number has reached 51. In the Cemeng Sambungmacan area, 46 goats have been collected in this program, and in Kadipiro Sambirejo the number is much larger, at 158. Furthermore, in Kedungwaduk Karangmalang

there are only 6 goats, while in Bendo Sukodono there are 12. A fairly high number is also seen in Pare Mondokan with 91 goats.

Overall, the number of goats registered in the Tumis Program across the nine regions reached 518. This figure demonstrates the significant potential for developing community-based livestock programs in various regions.

At the local level, village officials play a crucial role in identifying poor families, verifying data, and providing community education. The data collected by village officials serves as the initial basis for determining recipients of the Tumis Village program.

Cross-sector collaboration also involves businesses and philanthropic institutions through corporate social responsibility (CSR) programs. Some of these actors include the Sragen Property Entrepreneurs Association (APPS), Baznas, Bank Jateng, Bank Syariah Indonesia (BSI), PMI, and BPD Jateng. These private sector contributions not only take the form of business capital assistance and educational scholarships, but also support for basic infrastructure such as electricity and sanitation. This collaboration from the private sector for CSR programs can expand to the business and industrial sectors as a whole, as there are still many corporate sectors that can contribute to the Sragen district government's poverty alleviation program.

This intersectoral synergy demonstrates how business communication strategies can bridge cross-sector interests. Through regular coordination and periodic evaluation, the Tumis Village program has become a collaborative platform that not only distributes aid but also empowers poor communities to become economically independent.

Impact of the Program on Economic Empowerment

The Poverty Alleviation Village (Tumis Village) program has had a significant impact on community economic empowerment in Sragen Regency. Through the Productive Economic Enterprise (UEP) scheme, beneficiaries receive support in the form of business capital, production tools, skills training, and livestock assistance. This intervention not only increases the economic capacity of extremely poor families but also contributes to a broader improvement in their quality of life, enabling beneficiaries to meet their living needs and turn this assistance into a livelihood.

Table 2. Program Impact Tumis Village towards the Economic Empowerment of the Community in Sragen Regency

Types of UEP Assistance	Form of Intervention	Economic Impact	Social Impact
Venture capital	Rp. 2,300,000 per family	Adding capital to develop small businesses	Households are more independent in managing finances
Production Tools	Sewing machines, overlock machines, furniture, noodles, cakes, mixers, automotive, welding, chicken feather plucking machines, gas	Small businesses grow, productivity increases	Opening up job opportunities around the recipient

	stoves, glass display cases, grinding machines, electric sanding machines, motorbike carts, pasha machines, tire openers, bench drills, ¼ hp compressors, gas grill stoves, drive dynamos, cassava grinding machines		
Training	Sewing, welding, automotive (21 days), baking	People acquire new skills	The younger generation has practical skills
Goat Farming	Assistance from DKP3	Become a source of sustainable income	Families are more stable in meeting basic needs
Education & Infrastructure Assistance	Scholarships, electricity, toilets (CSR/philanthropy)	Reduce the burden of household expenses	Children's education is more secure, households are more decent

Beneficiaries directly experience increased income and the growth of previously stagnant small businesses. Training provided by the Regional Apparatus Organization (OPD) helps communities acquire new skills that can be used to create independent jobs. From a socioeconomic perspective, this program encourages increased family independence, supports the continuation of children's education through scholarships, and improves household quality with support for basic infrastructure such as electricity and sanitation.

Extreme Poverty Reduction Results

The implementation of the Village to Complete Poverty (Tumis Village) program has proven to have a significant impact on reducing extreme poverty in Sragen Regency. According to Bapperida data, the percentage of extreme poverty decreased from 2.36% in 2022 to 1.55% in 2023. This decline demonstrates that a multi-sector collaboration-based business communication strategy can produce real solutions to reduce the number of extreme poverty families.

This success is inextricably linked to the support of various interventions, such as the provision of business capital, production equipment, skills training, and assistance with livestock and basic infrastructure. The program not only targets economic aspects but also strengthens access to basic services, including education and healthcare. Therefore, the success of reducing extreme poverty is determined not only by material assistance but also by the development of synergy between stakeholders in sustaining the program.

In addition to achieving extreme poverty reduction targets, program evaluation mechanisms are also conducted routinely two to three times a year. These evaluations serve as a crucial forum for regional government agencies (OPD), village officials, and CSR partners to assess the effectiveness of assistance, identify challenges in the field, and develop follow-up

strategies. A consistent evaluation process ensures that each program not only runs according to plan but also adapts to the real needs of the community.

The research also found that the achievement of extreme poverty reduction in Sragen aligns with the " *Collaborative Governance* " strategy, which prioritizes the involvement of all stakeholders. The local government acts as a facilitator, village officials as technical implementers, while the private sector and philanthropic institutions provide resource support. This integration strengthens Sragen Regency's position as a model of good practice in village-based extreme poverty alleviation in Central Java.

Analysis with Collaborative Governance Theory

In this study, *Collaborative Governance* is no longer positioned merely as a descriptive framework to affirm program success, but as an analytical lens to interrogate the dynamics, tensions, and power relations embedded in the implementation of the Tumis Village program. Rather than assuming that collaboration operates harmoniously, this revised analysis critically examines how the core principles of Collaborative Governance are enacted, negotiated, and constrained within the local bureaucratic and socio-political context of Sragen Regency.

Consensus orientation, while institutionally formalized through village deliberation forums (*musyawarah desa*), does not automatically translate into substantive deliberation. Empirical findings indicate that these forums function as structured spaces for agreement-building, yet the parameters of discussion are largely predefined by regional government agendas. Community representatives and beneficiaries are given opportunities to voice concerns, particularly regarding technical implementation and beneficiary selection, but their influence over strategic program direction remains limited. This suggests that consensus in the Tumis Village program tends to be procedural rather than deliberative. While overt conflict is minimized, asymmetries of communicative power persist, with lower-level actors often aligning with decisions framed as collective outcomes. Thus, consensus operates simultaneously as a coordination mechanism and a subtle instrument of administrative control.

The principle of collective leadership also reveals a more complex reality than previously portrayed. Although leadership functions are distributed across Regional Apparatus Organizations (OPD), village governments, and CSR partners, decision-making authority remains structurally centralized within the regional government. OPD actors retain control over program design, budget allocation, and evaluation criteria, while village officials and CSR partners primarily execute predefined roles. This arrangement reflects what can be described as *managed collaboration*, where leadership is shared at the level of implementation but not at the level of strategic governance. Consequently, collective leadership in the Tumis Village program represents a hybrid form that blends hierarchical state control with collaborative execution, rather than a fully flattened governance structure.

Regarding multidirectional communication, the study finds that information flows do occur between government institutions, village officials, private actors, and communities. However, the effectiveness of this communication varies across stages of the program. Bottom-up feedback is most influential during the initial assessment and beneficiary verification phases, where local knowledge is indispensable. In contrast, during policy formulation and resource allocation, communication becomes largely top-down. Feedback mechanisms exist, but their capacity to reshape policy priorities or redistribute resources is constrained. This indicates that communication in the Tumis Village program is functionally multidirectional but substantively selective, reinforcing the legitimacy of collaboration without fundamentally altering power relations in decision-making.

The dimension of shared resource utilization further exposes underlying asymmetries within collaborative arrangements. While the pooling of government funds, CSR contributions, and community participation enhances program reach, control over resource mobilization and distribution remains uneven. CSR actors contribute financial and material resources, yet their involvement is shaped by institutional agreements and reputational considerations that align with government-defined priorities. Similarly, government budget allocations are mediated by administrative and political calculations, which may privilege certain villages or interventions. The absence of transparent, jointly governed financial accountability mechanisms limits the transformative potential of resource sharing and risks reproducing dependency rather than fostering genuine empowerment.

Taken together, these findings demonstrate that collaborative governance in the Tumis Village program is characterized by negotiated cooperation rather than egalitarian partnership. Collaboration functions effectively as a coordination strategy for poverty alleviation, yet it simultaneously reflects structural constraints inherent in state-led governance systems. The Tumis Village program illustrates that collaborative governance at the local level is not a neutral or purely technical arrangement, but a contested process shaped by power, institutional authority, and socio-political context.

By adopting this interrogative application of *Collaborative Governance*, the study moves beyond celebratory narratives of success and contributes to a more nuanced understanding of how collaboration operates in practice. The analysis reveals that the effectiveness of collaborative governance lies not in the absence of hierarchy or conflict, but in the capacity of governance systems to manage tensions between participation, control, and accountability. This critical engagement strengthens the theoretical contribution of the study and positions the Tumis Village program as an empirically grounded example of the possibilities and limitations of collaborative governance in addressing extreme poverty.

Conclusion

This study concludes that the business communication strategy implemented by the Sragen Regency Government through the Village Completed Poverty (Tumis Village) program has proven optimal in building multi-sector collaboration to empower the community's economy and alleviate extreme poverty. The communication pattern used emphasizes openness, transparency, and two-way communication through village deliberation forums, open socialization, and direct interaction with the community. The implementation of this strategy successfully integrated the roles of Regional Apparatus Organizations (OPD), village officials, the private sector, and philanthropic institutions in providing capital assistance, production tools, skills training, livestock assistance, and support for basic education and infrastructure. The impact is clearly visible in the increase in recipient family income, the development of small businesses, the enhancement of community skills, and improvements in quality of life through children's education and the fulfillment of basic needs. Bapperida data shows a decrease in the extreme poverty rate from 2.36 percent in 2022 to 1.55 percent in 2023.

From a theoretical perspective, this study enriches the application of Collaborative Governance in the context of extreme poverty alleviation by emphasizing the role of consensus orientation, collective leadership, multidirectional communication, and shared resource utilization as the foundation for successful collaboration. Suggestions include the quality of post-aid assistance, and expanding collaborative networks with the private sector and philanthropic institutions at the regional and national levels. Furthermore, this study can serve as a reference for developing further studies on the effectiveness of business communication strategies in collaborative

governance for other development issues, thus providing both practical and academic contributions.

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