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Using the Pentahelix Model, the residents of Winong Village, Gempol District, Pasuruan Regency, will be empowered.

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Research Article

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ABSTRACT: This research fills in the knowledge vacuum on how these policies affect local economies, particularly in Winong Village. The study highlights the role of private players in promoting "Creating Shared Value" (CSV), an advancement of Corporate Social Responsibility (CSR), and presents a fresh use of the pentahelix model. CSV places an emphasis on cooperative value creation that benefits communities and companies, in contrast to standard CSR programs. The goal of this qualitative descriptive study is to investigate and foster cooperation amongst the pentahelix actors—government, business, academia, media, and society—who are essential to economic growth. The research highlights the special qualities and possibilities of the pentahelix model in boosting community economic empowerment via a thorough examination of social reality. According to field results, Winong Village's sustainable economic development is successfully supported by the pentahelix model when combined with the CSV technique. These findings provide insightful information for wider applicability in comparable situations and emphasize the significance of encouraging public-private partnerships and creative approaches for post-pandemic economic recovery.

Keywords: pentahelix, generating share value, and empowering the community

INTRODUCTION

Due to the extensive effects of COVID-19 both domestically and globally, the World Bank predicts that Indonesia's economic growth would be severely constrained, projected at only 2.1% this year (Syukur et al., 2021). On December 31, 2019, a group of pneumonia cases with an unclear cause were reported in Wuhan City, Hubei Province, China, which led to the worldwide health emergency known as COVID-19. The World Health Organization (WHO) designated COVID-19 as a Public Health Emergency of International Concern (PHEIC) on January 30, 2021 (Syukur et al., 2021). Numerous activities have decreased as a result of the epidemic, which has had a major impact on the socioeconomic circumstances of impoverished and vulnerable people. In response, the national and local governments put in place a number of measures, including Large-Scale Social Restrictions (PSBB), to lessen the pandemic's socioeconomic and health effects.

Major cities have not been the only places affected economically by COVID-19; villages in Pasuruan Regency and other rural regions have also been hard hit. Winong Village, which is situated in an industrial region, had a sharp drop in community livelihoods, as shown by the traditional markets' decreased activity. The village's economy, which had previously been characterized by a high level of economic activity, was badly hit by the epidemic, which prompted stakeholders, including local governments and nearby businesses, to look at measures to maintain communal economic development. This study focuses on Winong Village, where the local administration worked with other organizations to solve the community's economic difficulties brought on by the epidemic because it was worried about economic resilience.

The pentahelix approach, which combines the work of five important stakeholders—academics, corporations, communities, governments, and media—is used in this research to solve these issues. The notion of Creating Shared Value (CSV), which goes beyond conventional Corporate

Social Responsibility (CSR), is supported by this paradigm. CSV turns corporate social responsibility into a strategic investment by emphasizing the simultaneous creation of social and economic value, while CSR concentrates on compliance and reputation (Kitzmueller & Shimshack, 2012). CSV is proactive and internally motivated, seeking to present social responsibility as a lucrative long-term investment, in contrast to CSR, which is often influenced by outside forces (Crane et al., 2014). In order to ensure sustained economic resilience and promote stakeholder engagement, this study employs the CSV method to propose policies that empower the Winong Village community (Soemaryani, 2016; Rampersad, Quester, & Troshani, 2017; Aribowo & Muttaqin, 2019).

LITERATURE REVIEWS

Pentahelix Model

The triple helix theory and the quadruple helix theory, which included four actors—government, entrepreneurs, academia, and civil society—developed into the pentahelix idea (Kelvin et al., 2022). The pentahelix cooperation model expands upon the quadruple helix, which includes the community or civil society to reflect the public's viewpoint, and the triple helix, which has government, industry, and academics working together. To increase the efficacy of the partnership, the pentahelix model also includes media as an independent component (Kismartini et al., 2022). By encouraging a knowledge-based economy via innovation and entrepreneurship—achieved through lucrative partnerships between academics, government, business, non-governmental organizations, and entrepreneurs—this approach promotes socioeconomic development (Vani et al., 2020). The pentahelix model has five stakeholder categories: government, academia, business, community, and media, according to Septadiani et al. (2022). These stakeholders represent a variety of regional interests, and it is anticipated that their cooperative efforts will maximize resources and provide creative solutions (see figure 1).

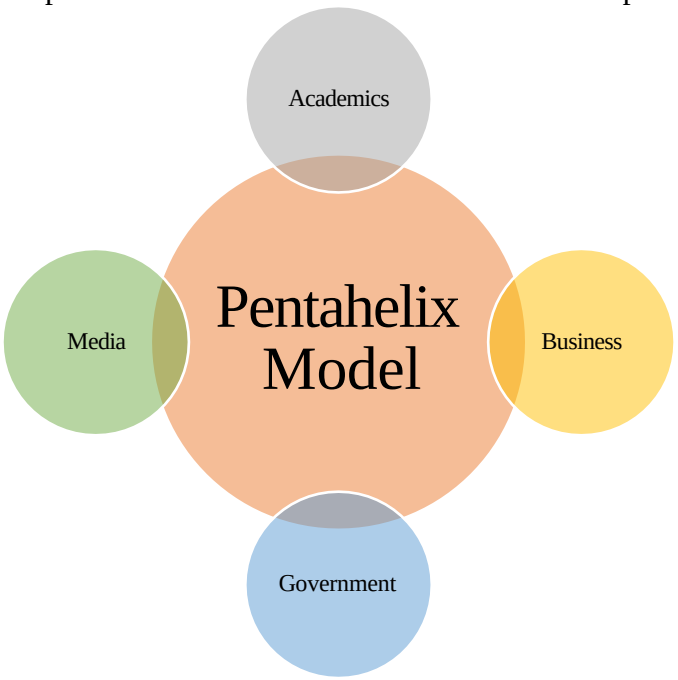


Figure 1. Pentahelix Model Source: Porter and Kramer, 2011

The Triple Helix concept put out by Etzkowitz and Rangga (2010) is where the pentahelix model got its start. This concept outlines a tri-lateral network in which governments, businesses, and academic institutions work together to turn cutting-edge research into goods and services that can be sold. According to Soemaryani (2016), the pentahelix model provides a framework for encouraging collaboration among stakeholders in order to accomplish shared objectives. The pentahelix model fosters creativity and advances regional socioeconomic development, according to Rampersad, Quester, and Troshani (in Halibas, Sibyan, and Maat). Aribowo and Muttaqin (2019) emphasize their significance in developing top-notch experiences, facilities, services, and activities that serve local populations and their surroundings. Business, government, community, academia, and media (BGCAM) all play essential roles in achieving these goals. Additionally, the pentahelix model incorporates NGOs, civil society, and entrepreneurs, highlighting their important roles in accomplishing shared development goals and fostering socioeconomic advancement (Rampersad, Quester, and Troshani in Etzkowitz and Rangga, 2010). Von Stamm (2014) asserts that strong cooperation and alliances amongst these important players produce the most successful ideas. The pentahelix model provides a strong framework for tackling regional issues and promoting sustainable development by combining these many components.

Corporate Social Responsibility

Corporate Social Responsibility (CSR) is defined by Busyra (2016) as a company's commitment to addressing its social duties while balancing economic, social, and environmental factors in order to support sustainable economic growth. CSR seeks to guarantee that companies conduct their operations in a manner that benefits not only the firm but also the environment and larger community.

Law Number 40 of 2007 governing Limited Liability Companies (UUPT) is one of many rules and regulations that govern CSR implementation in Indonesia. The UUPT's Article 1, Section 3 defines social and environmental responsibility as an organization's pledge to engage in sustainable economic development in order to improve the environment and people's quality of life. The business, the neighborhood, and society as a whole all gain from this obligation. CSR has historically been included by businesses as part of their corporate responsibility, often via tangible development initiatives in nearby towns. Despite their value, these initiatives have usually achieved a point of completion and have often concentrated on infrastructure development. According to Busyra (2016), corporate social responsibility (CSR) involves more than just upholding a company's image; it also involves promoting economic sustainability by including stakeholders and communities in business operations. More mutually beneficial ideas have been adopted as a result of this growing awareness of CSR, adding value for businesses and society as a whole**.**

Creating Shared Value

The corporate sector's involvement is crucial to preserving environmental sustainability and enhancing social welfare, especially for extractive businesses that bear accountability for the natural resources they handle. Law Number 40 of 2007, Article 74, Paragraph 1, which requires businesses involved in or connected to natural resources to adopt Social and Environmental Responsibility (TJSL), governs this position. The Government passed Regulation Number 47 of 2012 concerning the Social and Environmental Responsibility of Limited Liability Companies in order to promote this. The concept of social and environmental responsibility must coincide with the need for business sustainability as society expectations change. Businesses must balance their ethical and environmental obligations with their financial objectives. According to the notion of Creating Shared Value (CSV), businesses must concurrently produce social and economic value without giving priority to one over the other. Porter and Kramer (2011) make a distinction between CSV and Corporate Social Responsibility (CSR), which often emphasizes reputation and views stakeholders as "objects." CSV, on the other hand, views stakeholders and communities as

"partners," encouraging the production of mutual value. CSV focuses on creating shared value by addressing social concerns as essential to company strategy, while CSR stresses accountability. While CSR puts businesses in the "Good Corporate" category, Moon et al. (2011) contend that being a "Smart Corporate," which strikes a balance between business ethics and social benefits to maintain company profitability, is necessary to have greater effect. For instance, PT Semen Gresik in Rembang incorporates CSV into its plan to fulfill its social and economic responsibilities while maintaining harmony with its overarching business objectives. The CSV model recognizes the interdependence of social development and corporate success by emphasizing reciprocal links between businesses, communities, and the environment (Porter and Kramer, 2011). Notable instances of CSV implementation success include Badak LNG in Bontang and Danone-Aqua in Klaten. In addition to procuring resources for its operations, Danone-Aqua works with local governments and communities to address the sustainability of water resources, boosting regional revenue and generating employment possibilities (Elfajri, 2019).

METHODS

Study Design

According to Sugiyono (2020), qualitative research is a post-positivist approach that uses the researcher as the primary tool to explore natural occurrences. Inductive/qualitative data analysis, triangulation (combination of methodologies) data collecting, and a focus on the significance of generalizations are all part of this approach. A descriptive qualitative method was used for this village study. The research is based on triangulation using key informant interviews, CSR-funded village development papers, cooperation agreements between villages and industrial businesses, observation data, and the outcomes of focus group discussions (FGD) with stakeholders. The study's focus and locus are in line with the research plan. The study focuses on how the Pentahelix Model may empower the Winong Village community in Gempol District by generating shared value. Because Winong Village is situated in an industrial region, which demands good connections between stakeholders, it was chosen as the study site. Furthermore, community empowerment has not yet been fully addressed by the substantial CSR monies allotted for the building of physical infrastructure.

The inclusion or removal of research during a systematic review is determined by predetermined, clear rules known as eligibility criteria. The range of literature to be synthesized is determined by these criteria, which may be created from scratch or taken from previous reviews. The qualifying requirements for this study include the social sciences, including communication science, business administration, and public administration. Through the Pentahelix Model, this framework highlights the significance of cooperation among stakeholders in community economic growth. The government, including the Winong Village Government; (2) academics, represented by the Scientific Research Team of Yudharta University Pasuruan; (3) businesses, including members of the Winong Village Bumdes; (4) the community, comprising Karang Taruna and the Community Empowerment Institute; and (5) media, exemplified by radarbangsa.co.id, which plays a crucial role in raising awareness, provoking action, and demonstrating stakeholder commitment.

Data analysis is methodically arranging data to make comprehension and conclusion-making easier. Sugiyono (2020) states that this procedure includes gathering, classifying, and analyzing information from field notes, interviews, and other sources. Analyzing qualitative data is inductive, which means it is based on the information gathered. Describe data reduction, data presentation, and conclusion drawing/verification as three simultaneous qualitative analytical tasks.

Integrity and honesty in data collection, analysis, and presentation are the cornerstones of research ethics. Four ethical standards are followed in this study: data security, data minimization, informed consent, and openness. Throughout the study process, academic misconduct—which includes data manipulation, plagiarism, and falsification—was scrupulously avoided since it is considered a significant infraction.

RESULTS AND DISCUSSION

Large corporations have embraced the idea of Creating Shared Value (CSV) as an addition to environmental and Corporate Social Responsibility (CSR) programs. CSV is quite different from CSR, which emphasizes charity and adherence to rules, often with the goal of enhancing a company's image. CSV, on the other hand, places more emphasis on honesty and cooperation between a business and its social surroundings (Kitzmueller & Shimshack, 2012). CSV necessitates a proactive approach, including economic and social duties into the core strategy to develop advanced capitalism and convert social responsibility into a lucrative, long-term investment, in contrast to CSR, which is often reactive and externally driven (Crane et al., 2014). The COVID-19 epidemic had a severe effect on economy all across the globe, including Indonesia, where communities like Winong Village, Gempol District, Pasuruan Regency, faced severe financial difficulties. As the pandemic affected livelihoods, the village's economic activity declined, which prompted stakeholders—including local businesses—to take measures to boost the community's economy. This obligation goes beyond the government and necessitates proactive cooperation amongst all stakeholders in order to solve the social and economic problems made worse by the epidemic. Businesses are increasingly required to meet their economic and social obligations, especially in the areas in which they operate.

CSV provides a framework for accomplishing these two objectives. Businesses must simultaneously create social and commercial value in order to fulfill this dual function. CSV projects concentrate on generating reciprocal benefits for enterprises and communities, in contrast to CSR, which is often restricted to humanitarian endeavors (Porter and Kramer, 2011). For instance, by supporting forest sustainability and working with neighborhood groups like Karang Taruna and the Community Empowerment Institute, PT East Java Match Factory Ltd (PT Esjamat), which is situated in Winong Village, incorporates CSV into its operations. These initiatives seek to maintain environmental sustainability while expanding regional economic prospects.

As part of its strategy, PT Esjamat works with village stakeholders to develop downstream marketing strategies and establish a forest care community. These initiatives are in line with the CSV framework, which highlights the connection between a business's performance and the welfare of the local community. The Pentahelix Model, which calls for cooperation amongst five important stakeholders—academics, business, community, government, and media—correlates with the CSV strategy used in this research. Innovative solutions and socioeconomic advancement are supported by this paradigm (Soemaryani, 2016; Rampersed, Quarter & Troshani in Etzkowitz & Rangga, 2010).

The Pentahelix Model has been effectively used in Winong Village to promote economic growth. Academics from Yudharta University Pasuruan provide research and development skills, while the government plays an important administrative role. Members of the Bumdes and other local enterprises concentrate on taking advantage of economic prospects. The media, like radarbangsa.co.id, raises awareness and spurs action, while the community, represented by Karang Taruna and the Community Empowerment Institute, actively participates in activities. These stakeholders show how the Pentahelix Model and CSV may work together to solve social and economic issues while promoting sustainable development.

Table 1. Classification of Actors in the Pentahelix Model

No	Institution	Profession	Activity	Realization
1	Yudharta Pasuruan University	Researchers of Riset Keilmuan	Higher education institutions conduct research focused on the economic empowerment of rural communities.	Higher education institutions engage in research aimed at empowering rural communities economically.
2.	Radarbangsa.co.id	Journalist	Publication of information on winong village activities	Youtube channel of Yudharta
3.	Youth organization	Community	Promotion of community empowerment activities through Winong.id, encouraging active communication and collaboration with all actors.	Promotion of community empowerment activities via Winong.id, fostering active communication and collaboration among all actors.
4	Winong Village Government	Bureucracy	Collaborate with all stakeholders to enhance the rural economy, fostering active participation in improving the village community's economic conditions.	Collaborate with all stakeholders to enhance the rural economy, ensuring inactive participation in improving the economic well-being of the village community.
5	PT Esjamat	Businees	Collaborate with all stakeholders to improve rural economies by providing CSV programs that fulfill social and economic responsibilities to the surrounding community.	Collaborate with all stakeholders to enhance rural economies through CSV programs, fulfilling social and economic responsibilities to the surrounding community.

Source: data processed, 2024

It is clear from the results shown in Table 1 of the discussion section that, with proper management, Creating Shared Value (CSV) may greatly boost Winong Village's economy. The company's involvement in marketing business units under the Winong Village BUMDES helps accomplish this. Additionally, researchers working to promote and professionalize community-based economic activities support the strategy of strengthening the local economy. By offering unbiased data analysis, research insights, and suggestions for boosting the economy via strategic planning and human resource development, academics play a crucial role. The competitiveness of the village's independence is increased and economic sustainability is propelled by the presence of skilled human resources in the village administration and associated enterprises. In order to achieve economic stability, cooperation between local governments and the surrounding

population is very important.
The CSV idea helps to create a sustainable economy, as shown by research by Ardiyanto et al. (2022) on the CSV cattle self-financing program run by PT GGL in Astomulyo Village. Businesses can only prosper sustainably in supporting settings, as PT GGL's CSV program illustrates. Businesses may guarantee sustainable success by concentrating on enhancing social and environmental quality in line with their business strategy. CSV, which is in line with a company's vision, purpose, values, and strategy, so symbolizes an attempt to contribute beyond legal obligations. Businesses may operate sustainably, improve their reputation, and cultivate positive connections with stakeholders by integrating the CSV program with business operations.

Experts in marketing stress the importance of fulfilling all corporate social responsibility obligations. Failing to do so shows that a business is not meeting its responsibilities and is just motivated by profit. The expert goes on to say that corporate responsibility develops into CSV activities, necessitating that businesses handle economic, social, and environmental issues in order to concurrently produce economic and social value. This is shown by PT GGL's CSV-driven livestock self-financing initiative in Astomulyo Village, which has resulted in the development of a sustainable economy. In conclusion, Astomulyo Village's economic problems have been successfully resolved by PT GGL's CSV approach via the self-financed cow breeding program. It has promoted economic sustainability and strengthened the local community. This example shows that CSV is a sustainable corporate responsibility strategy that helps society and the economy while supporting the long-term objectives of both communities and corporations.

Consequences
The actionable insights obtained from study results in contrast to earlier studies are known as practical implications, or management implications. Practical implications concentrate on how these results may guide and enhance actual actions, while theoretical implications match findings with accepted ideas.
The study's practical implications provide the business sector with useful assistance for developing and improving CSV management strategies. They also emphasize how crucial it is to improve cooperation amongst the Pentahelix model's stakeholders, which include the government, corporations, academic institutions, the community, and the media. By helping businesses better connect their social and economic goals, these insights may promote sustainable development. However, the theoretical ramifications of this study add to the larger conversation about CSV. They open the door for the advancement and improvement of CSV theory by offering a fundamental resource for further CSV-related research and conversations. In addition to bridging the gap between theory and practice, this research promotes the development of CSV as a dynamic framework for sustainable company and community development by providing both theoretical and practical contributions.

CONCLUSION
In order to achieve the economic empowerment of the residents of Winong Village, Gempol District, Pasuruan Regency, this research finds that the Pentahelix Model may be successfully used in combination with the Creating Shared Value (CSV) method. Stakeholders have shown that the CSV method is well-received, guaranteeing that companies functioning in the community may promote long-term partnerships and reciprocal advantages. The main conclusion of this study is how important it is for Pentahelix actors—Academics, Business, Community, Government, and Media—to work together in order to boost the local economy via a focused and effective CSV strategy. Corporate social responsibility programs are more successful and in line with community needs because to this partnership.
Practically speaking, this study is a useful resource for the business sector for creating all-encompassing CSV management plans and encouraging cooperation across Pentahelix

stakeholders. In theory, it advances CSV research and lays the groundwork for further talks on its application, allowing for the creation of more solid CSV ideas. However, since there was only one representative each Pentahelix actor, this research had drawbacks, such as a restricted variety of informants. In order to investigate the Pentahelix Model more thoroughly, future study should explore using quantitative techniques and increase the number of sources in qualitative investigations. Longer study periods are also required to provide more profound understanding of CSV tactics. As a potent framework for coordinating corporate social responsibility with community empowerment and sustainable development, CSV is still a promising field for future research.

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