

# Pentahelix synergy to women empowerment: analyzing stakeholder engagement in a CSR program PT Pertamina Patra Niaga DPPU Adisumarmo for village development

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## ABSTRACT

This study discusses the implementation of the Pentahelix model in the Corporate Social Responsibility (CSR) program of PT Pertamina Patra Niaga DPPU Adisumarmo with a focus on the role of each stakeholder. Using a qualitative approach with in-depth interviews and observations, the results and discussions highlight the significant role played by government, industry, academia, society, and the media in promoting women's empowerment and village development. The findings show that the harmonious integration of stakeholders in the Pentahelix model positively influences women's empowerment initiatives and the development of rural areas. These results provide specific insights into the impact of each stakeholder's contribution, providing valuable information for researchers and practitioners interested in effective collaboration models in development initiatives. This research, in its substance, provides a deep understanding of the potential transformations of collaboration in improving socio-economic conditions, strengthening the basis for the development of sustainable strategies in the future.

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## 1. Introduction

In the era of globalization and the demands of sustainable development, women's empowerment is essential as the main foundation for achieving social and economic progress (Khalid et al., 2020). Women's empowerment is not only a gender welfare issue, but also an effective strategy to drive economic growth and improve the quality of life of the community, especially at the village level [2]. Along with these demands, concrete efforts have been made to increase the participation and empowerment of women at the local level through the implementation of Corporate Social Responsibility (CSR) programs (Kale, 2020; Matos et al., 2022).

CSR, or Corporate Social Responsibility, is a business concept that emphasizes corporate responsibility for the social, environmental, and economic impacts of its operations (Idroes et al., 2020). Basically, CSR includes business policies and practices that ensure that companies operate by taking into account the interests and welfare of the surrounding community, the environment, and other stakeholders (Arsad et al., 2021; Matos et al., 2022). In this context, PT Pertamina Patra Niaga DPPU Adisumarmo has adopted a holistic and sustainable CSR approach [4].

The CSR program run by PT Pertamina Patra Niaga DPPU Adisumarmo in Sobokerto Village shows the company's commitment to contribute positively to the development of the surrounding

community and environment (Arsad et al., 2021). The main focus of this program is to develop and improve the role of women at the local level involving two Peasant Women Groups (KWT) in Sobokerto Village, namely KWT Bangun Sejahtera and KWT Ngudi Makmur ( McCarthy, 2023; Rakshitha & Mahesh, 2018). The main focus involves the utilization of abundant natural and agricultural resources in Sobokerto Village, with KWT Bangun Sejahtera focusing on value-added processed kale products, while KWT Ngudi Makmur innovates with value-added processed fish products from Cengklik Reservoir. (Sartika & Rahmi, 2019).

The importance of this program lies in the involvement of various parties, including village governments, academic institutions, and local media, who synergize with each other to achieve sustainable development goals in village development, especially in empowering women. (Hidayat et al., 2021a). Thus, PT Pertamina Patra Niaga DPPU Adisumarmo's CSR program in Sobokerto Village not only reflects corporate social responsibility, but also an initiative that leads to positive changes in the lives of the community and the surrounding environment (Ekowati & Hadi, 2020).

Women's empowerment is not just an issue of gender equality, but also a strategy to create sustainable development. Therefore, this study aims to analyze stakeholder involvement through pentahelix synergy, in the implementation of Corporate Social Responsibility (CSR) programs implemented by PT Pertamina Patra Niaga DPPU Adisumarmo for women's empowerment in Sobokerto Village. By understanding the active role of society, industry, government, academia, and media, this research is expected to provide deep insights and valuable recommendations for the development of CSR programs in the future as well as greater contributions to women's empowerment and sustainable village development (Mardhia et al., 2021; Wahyudi et al., 2023).

## **2. Literature Review**

### **2.1. Women Empowerment: Foundations of Socio-Economic Concepts and Achievements**

Women's empowerment is a major focus in development literature, highlighting the importance of gender equality, economic participation, access to education, and women's role in decision-making. The discussion on gender equality emphasizing the need to address gender disparities has been discussed by McCarthy, (2023) in her study on achieving gender equality through CSR and ensuring women have equal access to opportunities and resources. In the socio-economic dimension of a study by Kandpal & Nautiyal, (2023), women's participation in local economic activities not only increases family income but also strengthens economic structures at the village level (Damayanti et al., 2020; Khalid et al., 2020). Other studies also explore the concept of women's empowerment and how Corporate Social Responsibility (CSR) programs can effectively encourage women's empowerment at the village level, particularly through the participation of women's farmer groups (KWT), with the aim of evaluating their impact on overall village development (Bulkis et al., 2020; Dandwani & Vaishaya, 2022; Sartika & Rahmi, 2019; Syed et al., 2023).

### **2.2. CSR Implementation and Impact on Village Development**

Aspects of Corporate Social Responsibility (CSR) Implementation and the positive consequences it produces on village development (Matos et al., 2022). In-depth analysis of various CSR programs highlights business initiatives that emphasize social responsibility and its positive impact at the local level, especially in the village context (Idroes et al., 2020). The literature discussion includes corporate motivations in implementing CSR, methods of implementation, and tangible results obtained in the context of village development (Mardhia et al., 2021). These findings can summarize various aspects such as local economic improvement, infrastructure development, and community empowerment (Ekowati & Hadi, 2020). The particular focus on CSR implementation in the context of peasant women's groups (KWT) in this study aims to provide in-

depth insights into the extent to which these efforts can play an important role in achieving sustainable and inclusive village development (Bulkis et al., 2020).

### **2.3 The Role of Stakeholders in Pentahelix Synergy: Collaboration for Village Development**

Several literature have explored the role of each stakeholder in the Pentahelix approach, Pentahelix is a development approach that involves five main parties, namely government, industry, academia, society, and media, with the aim of creating synergistic collaboration to achieve sustainable development. (Hidayat et al., 2021; Pereira et al., 2023). Focus on the contribution of village government, industry, academia, community, and media in creating synergy and collaboration for village development, with special emphasis on empowering women through CSR programs (Hardianto et al., 2019). Village governments have a central role in shaping policies that support women's empowerment, while industry, contributes through CSR programs with a positive impact on local communities (Subagyo, 2021). The involvement of academics provides an important scientific dimension, while the role of the Women's Farmer Group (KWT) as a representative of local communities provides direct insight into the impact of the program. The media, as a channel of information, is also involved in disseminating information and shaping public opinion related to women's empowerment through CSR. The integration of these roles creates a strong and sustainable Pentahelix synergy in village development collaboration (Hidayat et al., 2021b; Official et al., 2024).

This study is the first study to comprehensively examine the synergy of the Pentahelix model in encouraging women's empowerment. By exploring stakeholder involvement in PT Pertamina Patra Niaga DPPU Adisumarmo's CSR program for village development, this research fills a knowledge gap that has not been touched before. Through an in-depth analysis of the roles of government, industry, academia, society, and the media, this study aims to reveal the potential of this collaborative model in achieving the goals of women's empowerment and sustainable village development [4].

## **3. Method**

### **3.1 Qualitative Research Approach**

This study adopts qualitative approach as the main methodological framework to investigate the impact of pentahelix approach in CSR programs. A qualitative approach was chosen to gain an in-depth understanding of the interactions and perceptions of various stakeholders involved, particularly related to women's empowerment through the Women's Farmer Group (KWT) (Corbin & Strauss, 2012).

Qualitative research provides space for researchers to explore the social and cultural contexts that influence the implementation of CSR programs. Through in-depth interviews, field observations, and document analysis, this approach enables the capture of complex nuances, views, and interactions [25].

The use of qualitative approach aims to provide an in-depth understanding of how this CSR program empowers women at the local level and how collaboration between stakeholders in the pentahelix approach contributes to holistic village development. With a focus on interaction and perception, this approach allows researchers to capture qualitative dimensions that cannot be quantitatively measured (García-Cardona et al., 2023).

### **3.2 Data Collection**

#### **3.2.1 In-depth Interview**

In-depth interviews are a key method to gain a deep understanding of the various parties involved in CSR programs. Involving KWT members, representatives of PT Pertamina Patra Niaga

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DPPU Adisumarmo, Sobokerto Village Government, academic partners and the media, the aim is to gain a comprehensive perspective of views, roles related to CSR programs for women's empowerment (Hidayati et al., 2018).

### 3.2.2 Field Observation

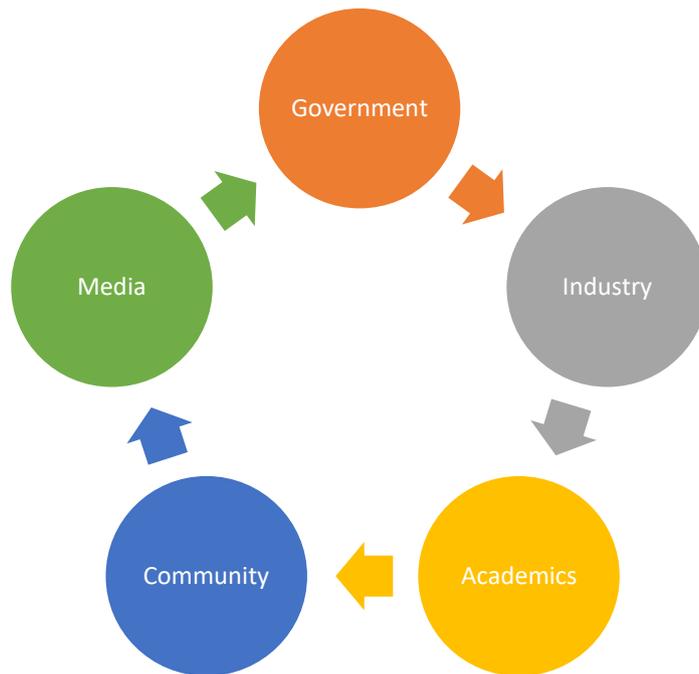
Field observations are carried out directly by researchers to achieve a contextual understanding of the implementation of CSR programs. The focus of observation includes interactions between stakeholders, the dynamics of activity implementation, and community response to the program. This method provides direct insight into practical situations that may not be fully disclosed through interviews, enriching the data with real context (Wang, 2019).

### 3.3 Data Analysis

Data analysis in this study adopts a qualitative approach with a focus on in-depth interviews, field observations, and document analysis. Data will be categorized based on emerging themes and key patterns, while contextual analysis will take into account social, cultural, and economic aspects. Verification through triangulation and involving independent researchers will ensure the reliability of the results. The results of the analysis will be interpreted to compile informative and significant research findings related to women's empowerment, and stakeholder collaboration in the pentahelix approach (Rosilawati & Rahmawati, 2023).

## 4. Results and Discussion

The Pentahelix concept is a collaborative approach involving five main parties, namely Government, Industry, Academia, Society, and Media, in order to achieve the goals of sustainable development and community empowerment as shown in [Figure 1](#). The Pentahelix concept is the main foundation in understanding and implementing CSR programs for women's empowerment and village development in Sobokerto Village. In this context, Pentahelix includes five main elements, namely Sobokerto Village Government, Industry (PT Pertamina Patra Niaga DPPU Adisumarmo), Academics (UM Lamongan and FP UNS), Community (KWT Bangun Sejahtera and KWT Ngudi Makmur), and Media. Each element of Pentahelix has its own role, and the synergy between them becomes the key to success in achieving CSR program goals. In the following results and discussions, an in-depth analysis will be conducted to understand the critical role played by each stakeholder in supporting this program, and how their contributions impact women's empowerment and overall village development.



**Figure 1.** The Concept of Pentahelix Synergy

#### **4.1 Government - Sobokerto Village Government**

The Sobokerto Village Government, as a local policy maker, has a significant role in supporting and facilitating CSR programs run by KWT Bangun Sejahtera. The role of Village Government covers various aspects, including:

1) *Establishment and Facilitation:*

The Sobokerto Village Government took part in the establishment of KWT Bangun Sejahtera by issuing an official Decree (SK). In addition, the village government also provides a business domicile certificate that supports the sustainability of group activities.

2) *Participation in Village Activities:*

The village government is actively involved in various activities in Sobokerto Village, such as mother's day commemoration, parent PKK activities, and other village events. KWT Bangun Sejahtera is included in this activity as a form of support and group integration in the dynamics of village life.

3) *Product Marketing Facilitation:*

The Sobokerto Village Government facilitates KWT Bangun Sejahtera to introduce and sell its products in various events and activities at the village level. In addition, KWT Bangun Sejahtera products are also introduced at the sub-district level through local government initiatives, allowing groups to engage in exhibitions and similar activities.

4) *Product Exhibition Support:*

The Sobokerto Village Government encourages the participation of KWT Bangun Sejahtera in various product exhibitions. This initiative, which started at the instigation of the parent PKK, created an opportunity for the group to showcase and sell its products on a wider scale.

Through the active role of the Village Government, KWT Bangun Sejahtera gets support not only in formal administration and product marketing, but also through strong integration in the social and economic life of Sobokerto Village.

#### **4.2 Industry - PT Pertamina Patra Niaga DPPU Adisumarmo**

Industry, by PT Pertamina Patra Niaga DPPU Adisumarmo, has an integral role in supporting CSR programs and community empowerment in Sobokerto Village. Here are details of the role of industry in the Pentahelix approach:

*1. Social Environmental Responsibility (TJSL) and CSR:*

DPPU Adi Sumarmo, as part of PT Pertamina Patra Niaga, has the obligation to carry out Corporate Social Responsibility (CSR) activities. This obligation is based on regulations such as the SOE Law and Limited Liability Company Law, as well as PROPER criteria from the Ministry of Environment and Forestry.

*2. PROPER Assessment:*

DPPU Adi Sumarmo is subject to the company performance assessment (PROPER) from the Ministry of Environment and Forestry, which covers aspects of environmental management, resource utilization, and community empowerment. The choice of Sobokerto Village as a assisted village is based on its strategic location within the company's operational radius and local potential that can be empowered.

*3. CSR Program Assistance:*

DPPU Adi Sumarmo provides intensive assistance to the Community Empowerment CSR program in Sobokerto Village, including women's empowerment activities run by KWT Bangun Sejahtera. Assistance involves providing infrastructure, production support materials, increasing human resource capacity through training, and synergy with various relevant stakeholders.

*4. Community Development Officer (CDO):*

DPPU Adi Sumarmo assigned the Community Development Officer (CDO) to provide intensive assistance to KWT Bangun Sejahtera. CDO plays a role in ensuring the smooth running of CSR programs and bridging synergies between industry, society, and related parties.

Through its holistic role, the industry contributes significantly in facilitating community empowerment, especially through CSR programs run by KWT Bangun Sejahtera in Sobokerto Village.

#### **4.3 Academics - UM Lamongan and FP UNS**

The role of academics, in this case by UM Lamongan and FP UNS, plays a key role in ensuring the quality and safety of processed products produced by KWT Ngudi Makmur and KWT Bangun Sejahtera through laboratory tests of nutritional content. Here is a detailed description of their roles:

*1. University of Muhammadiyah (UM) Lamongan: Lab Test of Nutritional Content of Tilapia Sticks, Patin Sticks, and Tilapia Crackers by KWT Ngudi Makmur*

UM Lamongan has a strategic role in conducting laboratory tests on the nutritional content of processed products such as tilapia sticks, catfish sticks, and tilapia crackers produced by KWT Ngudi Makmur. Through this laboratory test process, UM Lamongan can make an important contribution in assessing nutritional value, food safety, and the quality of the products produced. The university's accurate and reliable lab test results are an important basis for KWT Ngudi Makmur to improve their production standards and ensure compliance with food health standards.

*2. Faculty of Agriculture (FP) Universitas Sebelas Maret (UNS): Lab Test of Nutritional Content of Kale-Stick Products by KWT Bangun Sejahtera*

FP UNS has a crucial role in conducting laboratory tests on the nutritional content of kale stick products produced by KWT Bangun Sejahtera. By using the knowledge and laboratory facilities owned by FP UNS, this lab test can provide detailed information about the content of nutrients, vitamins, minerals, and other substances in these processed products. The collaboration between FP UNS and KWT Bangun Sejahtera not only contributes to improving

product quality, but also supports KWT Bangun Sejahtera's efforts to create value-added products from local kale vegetables.

Through the active role of UM Lamongan and FP UNS, the people of Sobokerto Village can ensure that the processed products produced by KWT Ngudi Makmur and KWT Bangun Sejahtera meet high quality and health standards, so as to increase the competitiveness of their products in the market.

#### 4.4 Community – KWT Ngudi Makmur and KWT Bangun Sejahtera

The role of the community, by KWT Bangun Sejahtera and KWT Ngudi Makmur, has a significant impact on women's empowerment, development of local potential, and solutions to problems in Sobokerto Village. Here are detailed descriptions of both roles:

1. *KWT Ngudi Makmur: Empowerment through the Fisheries Potential of Cengklik Reservoir*

KWT Ngudi Makmur has a background of Sobokerto Village which is rich in potential artificial natural resources, especially the Cengklik Reservoir which is abundant in fishery products such as tilapia, catfish, gold, and shrimp. Although these fishery products are currently only sold in fresh form, the group is taking advantage of opportunities and potential by creating derivative processed products, such as tilapia sticks and catfish sticks. This step creates value-added from local fishery products and provides solutions to the problem of fish bone waste that is often discarded, thus having a positive impact on the environment.

2. *KWT Bangun Sejahtera: Empowerment through Processed Kale-Vegetable Products*

KWT Bangun Sejahtera, which is a new group supported by DPPU Adi Sumarmo, has a focus on utilizing the local potential of Sobokerto Village in agriculture. DPPU Adi Sumarmo provides training on making kale sticks as an innovative solution to the problem of low kale prices. The group changed its strategy from selling fresh vegetables to processed products, such as mustard sticks and mustard dumplings, creating value-added from local produce. Although its members often face economic constraints, this training provides significant support to increase the selling value of their products.

Through the active participation of KWT Ngudi Makmur and KWT Bangun Sejahtera, the people of Sobokerto Village can optimize the potential of natural resources and local agriculture, create value-added processed products, and jointly overcome economic challenges faced by local community groups.

#### 4.5 Media

In an effort to publicize the activities of the Women's Farmer Group (KWT) in Sobokerto Village, the Sobokerto Village Government (Pemdes) plays an important role in utilizing the media, especially through the village website. The village's official website, which serves as the main information channel that provides space to review and share various activities carried out by KWT.

In addition to the village website, the Sobokerto Government also utilizes external mass media as a means to disseminate information more widely. A number of articles about KWT's activities were published in national media, such as Kompas TV and Suara Merdeka. Thus, through the role of this media, both through internal village channels and through external media, the Sobokerto Government contributes important in promoting and publicizing the achievements and activities undertaken by KWT at the local and national levels.

### 5. Conclusion

This research illustrates that the Pentahelix model in the context of PT Pertamina Patra Niaga DPPU Adisumarmo's CSR program has played an integral role in women's empowerment and village development. It found that the full involvement of elements of government, business,

academia, society, and the media creates strong synergies, supporting women's capacity in multiple dimensions. The results underscore the importance of cross-sector collaboration in achieving the sustainable development goals. In addition, stakeholder engagement analysis shows that active participation from all stakeholders has increased the effectiveness of CSR programs, illustrating how good cooperation between the public, private, and community sectors can produce significant positive impacts in village development and women's empowerment.

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