Strengthening sociopreneurship culture through the Pentahelix collaboration model

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Article Info	ABSTRACT
	Sociopreneurship is a social movement solution in the economic sector that can provide business opportunities that can ultimately improve the community and national economy. Apart from being sustainable, sociopreneurship can provide effective and tactical solutions to the economic problems of society. Especially in the post-COVID-19 pandemic situation in Indonesia, the sociopreneurship approach can be an alternative to accelerate community economic recovery. However, the development of socio-preneurship in Indonesia is considered to be still relatively behind compared to other countries. For this reason, this research aims to explore more deeply what factors hinder the development of sociopreneurship in Indonesia and what strategies to improve it. The research method uses a qualitative approach with a descriptive research type. Data collection through in-depth interviews and documentation. Interviews were conducted with sociopreneurship actors in Surabaya. The research results show several obstacles, including a lack of public understanding of the importance of building social entrepreneurship, the still dominant traditional business culture, and limited access to capital and networks. For this reason, collaboration between various parties is needed through the pentahelix model so that the culture of sociopreneurship can continue to grow and become stronger.

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1. INTRODUCTION

Sociopreneurship is a social movement solution in the economic sector that can provide business opportunities that can ultimately improve the community and national economy. Apart from being sustainable, sociopreneurship can provide effective and tactical solutions to the economic problems of society in Indonesia. The positive value of sociopreneurship can occur internally or externally. From an internal perspective, sociopreneurship can reduce dependence on other people, grow self-confidence, and possibly increase the attractiveness of actors. From an external perspective, sociopreneurship can function as providing employment opportunities for individuals who previously did not have the opportunity to work. Thus, entrepreneurship can also help reduce or eliminate the unemployment rate, which has been a challenge for society and other social problems (Dwianto, 2018).

The goal of social entrepreneurship is to find and create opportunities through innovation and a never-ending learning process. It is a movement driven by a willingness to take action even in the face of limited resources (Prasetyani, Rosalia, and Putri 2022)

The development of sociopreneurship culture differs in the social, economic, and cultural contexts of different countries. The success of sociopreneurship will also differ depending on regulations, government support, financial infrastructure, and community readiness. In its development, sociopreneurship is increasingly needed and has received support from the wider community throughout the world and is believed to be a solution to business-based social and environmental problems. In Indonesia, sociopreneurship has developed quite positively in recent years. However, the development of sociopreneurship in Indonesia is still lagging compared to several other countries (Anggadwita et al. 2020), especially developed countries that have a more mature sociopreneurship ecosystem

To improve the culture of sociopreneurship, it is necessary to disseminate academic knowledge and raise the spirit of young sociopreneurs among students, because they are the future of the nation. One model that can be used as a catalyst for sustainable development is the Pentahelix Collaboration Model. This model involves five main parties: government, academics, business entities, society or community, and the media, and involves collaboration with universities to strengthen and develop technology (Hesty Heryani, Agung Cahyo Legowo, and Indra Prapto Nugroho 2020).

One of the main benefits of the Pentahelix Collaboration Model is that it can be used to expand market share through collaborative implementation (Vani, Priscilia, and Adianto 2020); (Pratiwi et al. 2022). Apart from that, this model provides appropriate community development programs to increase the independence of village communities. Overall, the Pentahelix Collaboration Model is one of many collaboration models that help improve the culture of sociopreneurship and encourage sustainable development by bringing together government, academia, business, communities, and media.

Generally speaking, the Penta Helix collaboration—also referred to as ABCGM—is a cooperative endeavor involving lines / fields that include academia / universities, business / corporate sector, community, government, and media (Yunas 2021). The PentaHelix element was first derived from the Triple Helix, which only involved three actors: academia, business sector, and government. One more element—civil society, or communities in this case—was added to the Triple Helix to account for the community's perspective, which has now become essential to innovation in the twenty-first century. Additionally, the components of communities allow for interdisciplinary configuration and networking, liberate the concept of "innovation" from purely economic goals and considerations, and incorporate creativity into the process of knowledge and innovation production. The idea of the Quadruple Helix is then expanded to include one more crucial component to the foundations of democratic life and our country: the media. Media, both conventional and social, is important in fostering the creative economy and providing solutions to a range of societal issues, but it still functions independently or indirectly through other elements (Ardian 2018).

Even though the Pentahelix Model has great potential in encouraging economic growth and societal progress, it should be noted that there are obstacles in its implementation, including in building a sociopreneurship culture. One of the obstacles to implementing the pentahelix collaboration concept is that there is inflexibility in hierarchical organizations, a structure that creates obstacles to citizen involvement in this collaboration (Sjögren Forss, Kottorp, and Rämgård 2021). The main problem revealed in the study is the problem of vertically organized institutions where the process of discovery and innovation flows from the top, thereby eliminating important input from the people and communities concerned.

Another obstacle comes from the community side, as one of the actors in the Penta helix collaboration. In building a sociopreneurship culture, public understanding and awareness of the sociopreneurship culture itself are needed (Hasanah et al. 2022). However, public understanding of sociopreneurship culture is often still low. This also happens in India, where people are not yet familiar with sociopreneurship, but efforts to develop it continue to be made (Prabhu 2020). People prefer to

run businesses privately, which is often referred to as the traditional concept of entrepreneurship. They are not familiar with running a business together. Apart from that, sociopreneurship development is also often hampered by limited capital and funding. Lack of access to capital is an obstacle in carrying out joint business initiatives.

The aim of this research is therefore to examine further the factors inhibiting the development of a sociopreneurship culture, and strategies to improve it. In accordance with the size of the population resources in Indonesia based on the 2021 Central Statistics Agency population data, the existing data shows that the small and medium enterprise sector in Indonesia absorbs around 97% of the workforce. Social enterprises in Indonesia are growing, however there is no definite data regarding the number of social enterprise actors. Data on social preneurship actors in Indonesia in 2018 reached 340,000, of which 67% were carried out by the younger generation (https://www.cnnindonesia.com/). Considering the important role of social enterprises, the development of social preneurship must continue to be encouraged with the hope of having a positive impact on the level of community welfare and its impact on the country's economy. This is important in line with increasingly fierce competition in the era of globalization and digitalization. For this reason, it is necessary to know in advance what factors are the obstacles.

2.   RESEARCH METHOD
To answer the research problems as described above, the research method used is a qualitative descriptive method. Data were collected through interviews involving informants selected purposively, namely those representing socio-preneurship business actors in Surabaya. The technique for determining informants uses purposive sampling, namely a qualitative research technique where the aim of taking informants is focused on informants who have information to be studied in depth. Literature studies are also carried out by looking at relevant sources, such as government documents, electronic media, journals and books. By identifying previous research, this research reviews and compares the factors inhibiting the development of sociopreneurship. According to (Cesaroni and Consoli 2015), qualitative descriptive analysis research produces interpretive descriptions of the reality or phenomena studied holistically in a particular context, not generalizations. Whatever conclusions are drawn from these studies, they are based solely on examples and observable events. The collected data is then described in narrative form and analyzed using participation theory and impact evaluation and then a data interpretation process is carried out.

3.   RESULTS AND DISCUSSIONS
In recent years, the concept of sociopreneurship has received great attention as a way to address social and environmental problems. Especially since the Covid-19 pandemic has had a significant impact on the economy and development of MSMEs. Building a sociopreneurship culture can be an alternative to increasing innovation in the business world that involves the wider community. Socioprenurship or social preneurship is a process that aims to create social value by finding solutions to social problems through innovation that involves a combination of resources, opportunities, and social needs (Felício, Martins Gonçalves, and da Conceição Gonçalves 2013).

The existence of social entrepreneurs has a role in economic development because it can provide creative power for social and economic values, namely: (a) creating job opportunities; (b) carrying out innovations and creations in the production of goods or services needed by society; (c) become social capital and (d) increase equality (equity promotion). Apart from that, social entrepreneurs are also agents of change who are expected to be able to: (a) implement the ideals of changing and improving social values; (b) identify various opportunities for improvement; (c) always involve themselves in a continuous process of innovation, adaptation and learning; (d) act without paying attention to the various obstacles or limitations they face and (e) have accountability in being responsible for the results they achieve to the community (Puspitasari 2018).

Sociopreneurship, which combines social and entrepreneurial concepts, is a growing trend in Indonesia. However, it is still in the early stages of development compared to other countries. The

concept of sociopreneurship appeared later compared to the concept of entrepreneurship. Meanwhile, entrepreneurship itself was only widely introduced among the younger generation around 1997 through the development of entrepreneurship in universities. Educational policies are starting to encourage the younger generation to become familiar with and willing to enter the world of entrepreneurship in order to reduce the unemployment rate and encourage economic growth through job creation, increasing innovation and creativity, empowering the local economy, and so on.

When compared with several other countries such as Japan, Malaysia, and Singapore, Indonesia's entrepreneurship ratio is still relatively small. Here is the data on Indonesia's entrepreneurial ratio compared to other countries in 2022:
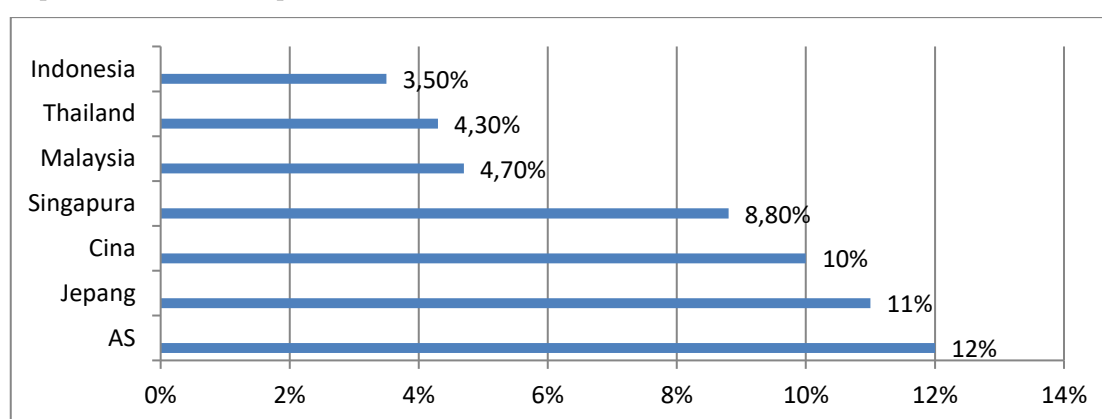

Figure 1. Indonesia's entrepreneurial ratio compared to other countries in 2022

Likewise, the development of sociopreneurship culture is still far from other countries that have already realized the importance of building a socialpreneur culture to improve community welfare. Some of these developed countries include Sweden, which is known as one of the pioneers of sociopreneurship and has adopted policies to support social business, including financing and providing training. Next is England, a country that has a well-developed sociopreneurship ecosystem, with many organizations that support social business. There are many more countries in Europe and America, such as Canada, the Netherlands, Germany, Norway, France, the United States, and others, which are also more advanced in their sociopreneurship development. This is because they have greater resources, infrastructure, and support for the development of innovation and social business. Meanwhile, in Asia, countries such as India, Jelang, South Korea, Thailand, Malaysia, Taiwan, and Indonesia have developed a sociopreneurship culture through the support of government policies and the business world and are still in the process of improving. The increasing number of sociopreneurs in Indonesia shows the increasing interest in this field. With more support from the government and financial institutions, sociopreneurship can become a significant contributor to Indonesia's economic and social development.

Factors that hinder the development of sociopreneurship culture in Indonesia

Even though several government programs support sociopreneurship in Indonesia, the government still must continue to develop and promote the importance of social innovation and provide further support by providing easier and broader access to resources, and collaboration with stakeholders to overcome social and environmental problems in Indonesia. Indonesia. It needs to be emphasized that the formation of a well-established sociopreneurship ecosystem does not only depend on government support but needs to involve the concerns of the private sector, educational institutions, and civil society. Sociopreneurship activities require a process to achieve maximum results. Sociopreneurship requires community support and participation as a strength in realizing the sharp social impact of sociopreneurs.

Apart from that, people are also more familiar with entrepreneurship compared to social entrepreneurship. Especially among people with small to medium capital, most do not have the knowledge to develop social-based businesses. One of the reasons why the general public doesn't know enough about sociopreneurship, even though it has a lot of potential, is because many people don't understand the concept. Many people don't know the terms and their meanings, making it difficult to promote and explain the importance of sociopreneurship. Understanding and knowledge about the types of businesses influences a person's choice in starting a business. The term entrepreneurship is generally more widely known in society than the terms sociopreneurship or social entrepreneurship. People prefer to develop conventional businesses that focus solely on financial profits and are relatively faster processes.

This opinion is in line with the research results of Pratiwi, and friends, where the obstacles experienced by sociopreneurship actors from external factors are the difficulty of inviting MSME actors to join because MSME actors are unfamiliar with the sociopreneurship business system even though they have been explained (Pratiwi et al. 2022). Apart from obstacles from external factors, there are also internal obstacles, namely from the side of business owners who also have challenges in how they have sustainable management and systems so they can be successful.

Another constraining factor that is still related to limited resources in managing sociopreneurship is the lack of visibility of sociopreneurship initiatives in the media and the general public. Mainstream media tends to concentrate on profitable businesses and may ignore social and environmental impacts. It can be difficult for sociopreneurs to become interesting and gain followers due to lack of exposure. These results are in line with Mignenan's research results, which emphasize the importance of collective skills and collective intelligence which can be supporting factors that determine the success of sociopreneurship (Mignenan 2021). This collective intelligence includes utilizing media to visualize sociopreneurship activities more constructively.

However, in recent years, there have been efforts to promote sociopreneurship in Indonesia, but they are still limited and not as extensive as exposure to individual businesses. People use almost all social media to market their personal business products, and only a very few use it to socialize sociopreneurship activities.

Based on the results of an interview with one of the informants from academic elements in Surabaya, several obstacles were revealed as follows: "Indeed, most social-based businesses lack the resources that can support promotion on social media, except for social businesses that have been successful and covered in the mass media so that they have become famous, such as the village bread business in Surabaya which has succeeded in attracting good attention as an object of research and study. appeal and so on. But for those who are still small, they are not well known yet" (Informant 1, academic)

Another inhibiting factor is social and cultural norms that prioritize profits over social impacts. This can cause public awareness about sociopreneurship to be lower. In many societies, the pursuit of profit is the primary goal of entrepreneurship. As a result, it is very difficult to encourage and appreciate sociopreneurship that is oriented towards social and environmental problems. Culture, values, and social norms as well as society's perception of social entrepreneurship can influence the level of adoption and growth of sociopreneurship. Some of these social and cultural factors include society's orientation which values financial profits more, stigma towards social businesses which are considered less successful, and high risk of uncertainty, all of which result in low social support for these social businesses. Based on the results of interviews with sociopreneurship actors in the city of Surabaya, they said the following: "I don't know and don't dare to change my business from the one I'm currently running, namely the business I built with my family a long time ago. "Well, if the results of a social enterprise are not for ourselves... that's for certain people whose businesses are already biased, but for me, I'm still just selfish" (informant 2, sociopreneurship actor).

Even though social and cultural factors are an obstacle to the development of sociopreneurship, they can be overcome with educational efforts to provide knowledge, insight and

raise awareness, and ultimately change the perceptions that are inherent in society. This requires a collaborative approach involving various parties.

Furthermore, this research also identified another inhibiting factor, namely the difficulty of building trust and commitment among members who are members of a social enterprise. When starting a sociopreneurship-based business, transformative leadership actors are needed who are responsive to social and environmental problems and can creatively find solutions to these problems by involving certain communities. However, as time goes by, these community-based businesses may not develop due to a lack of commitment and mutual trust between members of the community. For example, sociopreneurship based on plastic waste processing, which was previously developed in the city of Surabaya, has recently been unable to develop due to a lack of community support. The business which was initially claimed to be sociopreneurship because it was community-based, in its development was unable to maintain its commitment as a social enterprise, but instead prioritized profit for personal gain. Apart from the two important factors above, one of the weaknesses that is also an obstacle to the sustainability of sociopreneurship culture in Indonesia is the lack of knowledge and managerial skills of sociopreneurship actors, especially for small and micro business groups.

The following is a comparison of the findings of this research with several previous research results regarding factors that hinder the development of sociopreneurship culture in Indonesia:

Table 1. the development of sociopreneurship culture in Indonesia

Researchers	Identified inhibiting factors to the development of sosiopreneurship culture
Zimmerer dalam Suryana (2003)	1) Incompetent in managerial terms. 2) Inexperienced. 3) Failed in planning. 4) An attitude that is less serious in trying. 5) Inability to make transitions.
Heidjrachman dalam A. Dwianto (Dwianto 2018)	4 challenges that become weaknesses of social entrepreneurs: 1) Mental traits that tend to underestimate quality 2) Mental nature that likes to cut through (not following a good process) 3) Don't believe in yourself, 4) Lack of self-discipline to realize change for the better
Pratiwi C, Sasongko A, Aguzman G, et al (Pratiwi et al. 2022)	1) Lack of understanding about sociopreneurship 2) Lack of commitment 3) Lack of concern for social and environmental problems 4) Lack of managerial skills, especially to ensure business sustainability
The findings of this research	The results of this research, apart from the obstacles above, also found different obstacles, namely: 1) Social and cultural values that are less confident in the benefits of social enterprises 2) the difficulty of building trust and commitment among members 3) Weak transformational leadership 4) Lack of knowledge and managerial skills 5) Lack of visibility of sociopreneurship initiatives in the media and general public.

The inhibiting factors from the research findings above are not limited to the inhibiting factors alone. An obstacle to the development of sociopreneurship is also the loss of the determining factors for its success, namely the presence of strong intentions. The article (Sidek and Arrasyid 2022) presents the results of a meta-analysis on sociopreneurial intentions which found that most studies on the determinants of sociopreneurial intentions and behavior are purely psychological factors such as persistence, proactive personality, concern for social problems, social entrepreneur self-efficacy, satisfaction life (Zhang et al. 2021), Empathy, Social Values, Social Networks, Perception of Social Impact (Usman et al. 2021), Prosocial Motivation, Creativity in Social Work (Yu, Ye, and Ma 2021), Positivity, Empathy (Younis et al. 2021), Dispositional Optimism, Entrepreneurial Vigilance (Urban 2020), Moral Obligation, Self-Efficacy (Sousa-Filho et al. 2020), and otherss.
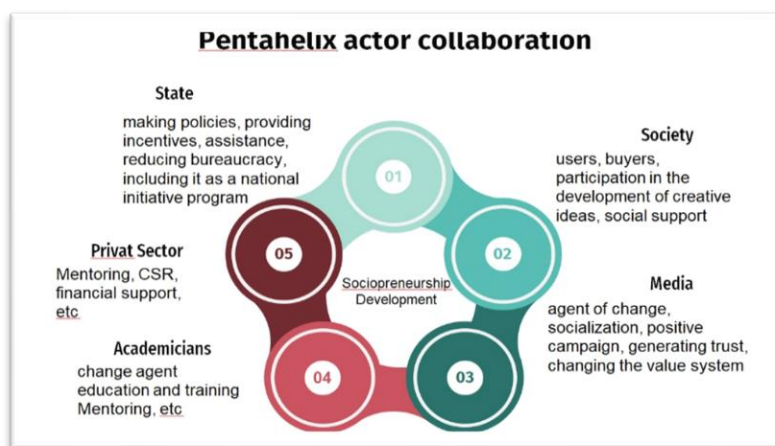
Strategy to improve Sociopreneurship culture through the Pentahelix Collaboration Approach.

To encourage sociopreneurship and increase public awareness, a multi-faceted approach is needed. To encourage sociopreneurship, government, civil society, and the private sector work together. This can include creating policies and programs that support sociopreneurs and providing funding and resources to help them succeed. To demonstrate successful sociopreneurship initiatives, another way is to use social media and other communication tools. Social media such as Facebook, Twitter, and Instagram can be very useful for encouraging social ventures and building supportive communities.

To build a sociopreneurship culture through the pentahelix collaboration model, the steps that can be taken are as follows. First, there needs to be a strong awareness and understanding of the concept of sociopreneurship and its benefits for society. This can be done through education and outreach campaigns involving all parties in pentahelix, namely government, business, academics, society, and mass media. Second, it is important to create a supportive environment for sociopreneurship, such as providing access to resources and opportunities for sociopreneurs. This can be done by developing a social business incubator or social innovation center that can assist in developing ideas and implementing sociopreneurship projects. Apart from that, collaboration between government, business, academics, society, and mass media also needs to be improved through discussion forums and regular meetings to build networks and support each other to create a strong sociopreneurship culture. With these steps, it is hoped that obstacles in implementing the pentahelix model can be overcome and the sociopreneurship culture can grow and develop well.

The following is the role of each Penta helix actor which is expected to encourage the development of sociopreneurship culture:

The government's role is to create regulations and incentive systems to support the growth and development of sociopreneurship, through funding assistance schemes, reducing licensing bureaucracy, as well as promoting sociopreneurship programs as part of national social and economic development initiatives. The role of the industrial sector is as a partner for sociopreneurs. The support they provide can be in the form of assistance and assistance as part of the company's corporate social responsibility program. Likewise, the role of academics and the education sector as agents of change who provide knowledge, and improve sociopreneurship skills through training and mentorship. The role of local communities as stakeholders in encouraging a sociopreneurship culture is more directed as consumers or users of sociopreneur products and participating in encouraging the growth of creativity and innovation in society and what is also important is providing social support. The next role of the Penta helix actor is the media. The media has a role in increasing awareness and communicating successful narratives of sociopreneurs to the public to generate trust and gradually change their perspective and value system towards sociopreneurs.

Figure 2. The role of Pentahelix actors in improving sociopreneurship culture

Strengthening sociopreneurship culture through the Pentahelix collaboration model (Gugus Wijonarko)

Even though this pentahelix collaboration is a strategy that is seen as being able to encourage the development of sociopreneurship culture, it does not rule out the possibility that there will still be obstacles, especially related to coordination between the various parties or actors involved (Rohmania, Juni, and Astuti 2022; Yuningsih, Darmi, and Sulandari 2019). Each stakeholder may have different interests, priorities, and strategies or approaches. Other coordination obstacles can also be caused by unequal power, even though in collaboration all parties should be in an equal position. Therefore, to minimize the occurrence of collaboration obstacles, high commitment from stakeholders is needed with solid common goals.

To minimize collaboration barriers in building a sociopreneurship culture, the following strategies can be implemented: 1) Establish clear communication channels: Effective communication is essential for the pentahelix collaboration to work (Kelvin, Widianingsih, and Buchari 2022). Establishing clear communication channels can help to minimize misunderstandings and ensure that all stakeholders are on the same page. 2) Foster trust and mutual respect: Building trust and mutual respect among stakeholders is crucial for successful collaboration (Sari et al. 2022). This can be achieved by creating opportunities for stakeholders to interact and work together, such as joint projects or workshops. 3) Encourage knowledge sharing: Knowledge sharing is essential for the development of sociopreneurship (Li et al. 2020). Encouraging stakeholders to share their knowledge and expertise can help to create a culture of collaboration and innovation. 4) Address regulatory barriers: Regulatory barriers can hinder the development of sociopreneurship (Bennett and Estrin 2011). The pentahelix collaboration can work together to address these barriers by advocating for policy changes or creating new policies that support sociopreneurship. 5) Promote cultural change: Sociopreneurship requires a cultural shift towards social innovation and entrepreneurship (Gehman and Soublière 2017). The pentahelix collaboration can promote this cultural change by creating awareness campaigns, organizing events, and providing training and education on sociopreneurship. By implementing these strategies, the pentahelix collaboration can minimize collaboration barriers and build a culture of sociopreneurship that fosters innovation, collaboration, and social impact.

4. CONCLUSION

Sociopreneurship is not only about generating material profits but also about providing solutions to real social and environmental problems faced in various countries, including Indonesia. Sociopreneurship has a positive impact on strengthening the community's economy, increasing social welfare, and sustainable development. Therefore, encouraging and developing a culture of sociopreneurship is an important step in efforts to improve the community's economy. However, the development of sociopreneurship is not easy. Based on the research results, several obstacles to the development of a sociopreneurship culture in Indonesia can be identified, namely the existence of socio-cultural values that lack confidence in the benefits of social enterprises, the difficulty of building trust and commitment among members, weak transformational leadership, lack of managerial knowledge and skills, and lack of visibility of initiatives. sociopreneurship in the media and general society. For this reason, joint awareness and commitment are needed about the importance of building sociopreneurship that involves various parties, which is called pentahelix collaboration, which involves elements of government, industry or the private sector, academics, society, and the media. Through collaboration in the pentahelix model, sociopreneurship culture can become a stronger movement in overcoming social and environmental problems while creating equitable economic value. Based on the findings of this research, several further research is needed, including how Sociopreneurs strategy in Facing Environmentally Friendly Market Competition: Research can explore how sociopreneurs can face environmentally friendly market competition, as well as strengthening rural social capital to solve social problems with entrepreneurial principles.

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