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## Development Strategy Of Msmes With The Pentahelix Model (A Study on MSMEs in the Malang City)

**Khoiriyah Trianti<sup>1</sup>, Rini Rahayu Kurniati<sup>2</sup>, Eny Widayawati<sup>3</sup>, Yulis Nurul Aini<sup>4</sup>**

<sup>1</sup> Business Administration Study Program, Universitas Islam Malang, Indonesia,

[khoiriyah@unisma.ac.id](mailto:khoiriyah@unisma.ac.id)

<sup>2</sup> Business Administration Study Program, Universitas Islam Malang, Indonesia,

[rini.rahayu.kurniati@unisma.ac.id](mailto:rini.rahayu.kurniati@unisma.ac.id)

<sup>3</sup> Universitas Islam Malang, Indonesia, [eny.widayawati@unisma.ac.id](mailto:eny.widayawati@unisma.ac.id)

<sup>4</sup> Business Administration, Politeknik Negeri Malang, Indonesia, [yulisnurulaini@polinema.ac.id](mailto:yulisnurulaini@polinema.ac.id)

Corresponding Author: [khoiriyah@unisma.ac.id](mailto:khoiriyah@unisma.ac.id)<sup>1</sup>

**Abstract:** This research examines the development strategy of MSMEs in Malang City, Indonesia, during the Covid-19 pandemic. The goals are to evaluate the impact of the Pentahelix model on MSMEs, create an analytical model highlighting the role of Pentahelix in enhancing MSME performance, and explore collaborative efforts of stakeholders in empowering the MSME sector. Quantitative research methods, including interviews, observations, and questionnaires, were used to gather data from MSME actors in Malang City. Descriptive analysis was employed to interpret the collected information. Interviews and observations with MSME actors and government representatives were conducted to understand the Pentahelix collaboration. The findings show the significant impact of the pandemic on MSMEs, leading to decreased sales. The Pentahelix model, involving collaboration among the government, private sector, community, academia, and media, is identified as a potential solution. The study highlights the roles of each stakeholder in empowering MSMEs, including government support programs, academic initiatives, business contributions, community networking, and strategic use of social media. In summary, enhancing MSME sales turnover requires collaboration among academics, government, business people, community, and social media. The Pentahelix collaboration empowers MSMEs, with each stakeholder playing a vital role. The research emphasizes the importance of a holistic strategy to improve MSME performance, supported by academics, government, and business sector. These collaborative efforts establish a sustainable business environment for MSMEs in Malang City.

**Keyword:** MSMEs, Development Strategy, Covid-19 Pandemic, Pentahelix Model, Sustainable Business Environment.

## INTRODUCTION

The global economic downturn caused by the Covid-19 pandemic has had a significant impact on both the world economy and Indonesia's economy (BNP, 2023). According to data from Bank Indonesia, Micro, Small, and Medium Enterprises (MSMEs) played a crucial role in supporting Indonesia's Gross Domestic Product (GDP) in 2019, accounting for 64% of it (Bank Indonesia, 2020). Furthermore, MSMEs were responsible for 95% of employment opportunities across the archipelago. These statistics highlight the vital role that MSMEs play in driving economic growth in Indonesia. However, the pandemic has led to a severe decline in global economic activity, resulting in a negative contraction in the growth rate.



Source: Indonesian Business development Service Association,  
Ministry of National Development Planning (2020)

**Figure 1. The decline in sales of MSMEs due to the Covid-19 pandemic**

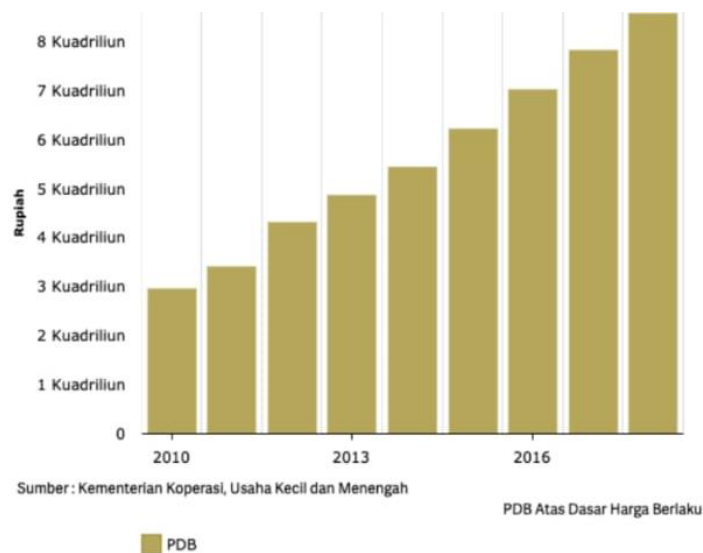
According to the data presented in the diagram above, it is evident that a significant proportion of respondents, specifically 36.7%, acknowledged the absence of any sales. Additionally, a noteworthy 26% of participants admitted to witnessing a substantial decline of over 60% in their sales. Conversely, a mere 3.6% of the respondents reported an upturn in their sales figures. In tackling COVID-19, the government allocated IDR123.46 trillion to help MSMEs (Yulianto et al., 2020).

The utilization of Pentahelix as a potential solution to combat Covid-19 presents significant implications. Although it is anticipated that Pentahelix would mitigate the consequences of the pandemic, its actual effectiveness has not been fully realized. This can be attributed to various factors. Firstly, the deficiency in efficient government communication, encompassing education, guidance, admonishment, and enforcement of discipline, towards individuals who disregard governmental recommendations. Secondly, the repercussions of the pandemic on the business sector have resulted in extensive layoffs. Thirdly, the public's noncompliance with government appeals undermines endeavors to break the chain of Covid-19 transmission. Lastly, the inability of Indonesian researchers to develop a Covid-19 vaccine raises suspicions regarding the lack of collaborative research among Indonesian academics (Napitupulu, 2020).

Pentahelix represents a collaborative effort involving various stakeholders, including the government, private sector, community, academia, and media. In order to effectively address the challenges at hand, it is crucial to engage community leaders, religious and political parties, and even individuals at the grassroots level, such as the RT-RW level, in education, socialization, and mitigation efforts. The media also plays a significant role in disseminating information and promoting education, with a notable 63% involvement, alongside the valuable contributions of anthropologists and sociologists. It is imperative to

adopt a local wisdom-based approach, giving priority to the behavioral changes of both companies and communities, who serve as the primary agents (80%), along with the indispensable support of medical personnel (20%). Furthermore, three essential health protocols, namely wearing masks, washing hands, maintaining distance, and avoiding crowds, should not be overlooked and must be integrated into our daily routines (Lustre & Chiu, 2021).

The Pentahelix collaboration serves as a driving force for the empowerment of MSMEs in response to the prevailing circumstances. This strategic approach is crucial, given the significant contribution of the MSME sector to the Indonesian economy.



**Figure 2. Contribution of MSMEs to Indonesia's GDP in 2010-2018**

The data presented in the diagram illustrates the significant contribution of micro, small, and medium enterprises (MSMEs) to the overall development of the country, and this contribution is projected to continue growing. In order to enhance the local economy and empower MSMEs to enhance their business performance, the Malang City government has recognized the importance of pentahelix collaboration. This collaboration involves the active participation of five key actors, namely the government, academics, business people, community, and social media.

The Malang City government aims to improve the business climate by implementing policies that are conducive to the growth of MSMEs. Additionally, academics play a crucial role by providing continuous education on relevant management concepts, equipping MSMEs with the necessary knowledge and skills to thrive in the competitive market. Furthermore, the support of business people and communities is vital in fostering an environment that nurtures and sustains the growth of MSMEs.

The pentahelix collaboration is expected to play a pivotal role in providing comprehensive support for MSMEs. By leveraging the collective expertise and resources of the government, academics, business people, community, and social media, MSMEs can benefit from a holistic approach to business development. This collaborative effort is anticipated to create a positive impact on the local economy, leading to the growth and success of MSMEs in the region.

The current requirement for the advancement of MSMEs necessitates the adoption of the pentahelix strategic approach, which involves the active involvement of multiple stakeholders. This collaborative effort is crucial in driving the progress of MSMEs. In the process of developing MSMEs, it is essential to foster cooperation among various parties. The government, with its political authority, plays a pivotal role in formulating policies and

making decisions. On the other hand, the community represents the social power and contributes to the overall development. The concept of pentahelix synergy is of utmost importance to prevent conflicting policies and programs among the stakeholders involved in the post-pandemic economic recovery.

Research on the pentahelix model has been conducted in various countries, but there is a lack of such research in Indonesia, particularly in relation to the development of MSMEs. Most of the existing research on the pentahelix model in Indonesia focuses solely on the tourism sector. However, given the current Covid-19 pandemic, it is crucial to pay extra attention to MSMEs in order to revive the national economy. Furthermore, the majority of research using the pentahelix model in Indonesia is concentrated in the industrial sector. Therefore, it is necessary for researchers to shift their focus to the MSME sector. By conducting research in this sector, it is hoped that new insights and findings can be generated, which can then be used as recommendations to the government in order to expedite the process of national economic recovery.

MSMEs can be classified into three distinct categories: micro businesses, small businesses, and medium businesses. According to the LPPI & Bank Indonesia (2015), micro businesses typically have 10 employees, while small businesses have around 30 employees (Anwar et al., 2020). On the other hand, medium businesses can have up to 300 employees. The Law of the Republic of Indonesia Number 9 of 1995 on Small Businesses provides further clarification on the definition and characteristics of small businesses:

*"Businesses that meet the criteria: have a net worth of at most two hundred million rupiah, excluding land and buildings of the place of business, or have an annual sales of at most one billion rupiah, owned by Indonesian citizens, stand alone, are not subsidiaries or branches of companies that are owned, controlled or affiliated either directly, or indirectly with medium or large businesses, and are in the form of individual businesses, business entities that are not incorporated, or business entities incorporated, including cooperatives."*

However, MSMEs encounter internal limitations, which encompass certain human resource challenges. Initially, there is a deficiency in the understanding of MSME operators regarding the latest advancements in production technology and the implementation of quality control measures for their products. Subsequently, MSME operators lack proficiency in comprehending market demands, resulting in their inability to accurately identify the needs of the market. Furthermore, MSME operators continue to rely on traditional word-of-mouth marketing techniques for promoting their products, neglecting the potential of utilizing social media platforms or internet networks as effective marketing tools. In terms of workforce expansion, MSME operators face constraints due to their limited financial capacity to provide competitive salaries, thus hindering their ability to attract more employees. Additionally, MSME operators often become engrossed in technical matters, diverting their attention away from long-term business objectives and strategic planning.

The pentahelix model was first introduced by Minister of Tourism Arief Yahya, in accordance with the Regulation of the Minister of Tourism of the Republic of Indonesia Number 14 of 2016 (Subagyo, 2021). This model aims to establish sustainable tourism destinations by ensuring the quality of activities, facilities, services, and overall tourism experiences. By optimizing the roles of business, government, community, academic institutions, and media, the tourism system can effectively contribute to the well-being of society and the environment, while also generating economic benefits (Guidelines for Sustainable Tourism Destinations, 2016).

Prior to the emergence of the pentahelix model, there existed a different model known as the triplehelix model. This particular model had been previously suggested as a means to

foster economic development. However, with the rise of a more competitive market environment and the desire to enhance companies and expand into global markets, a new model was conceived - the quadruplehelix model. This model serves as a recommendation for achieving corporate prosperity by integrating innovation, knowledge, and civil society. In the pentahelix model, four key stakeholders collaborate: the Business sector, the Government, Academicians, and civil society (Calzada & Cowie, 2017). These stakeholders work together to drive progress and ensure the success of the model.

Competition for global market access and the rapid process of globalization have led to the refinement of a model known as the pentahelix model, which incorporates the media as an additional component to support economic development. The media plays a crucial role in bridging suppliers, investors, and foreign markets. The pentahelix model involves five key stakeholders in the development of Micro, Small, and Medium Enterprises (MSMEs): Business, Community, Academic, Government, and Media (Wahyu Saputri et al., 2020). This model can be effectively utilized to revive MSMEs during a pandemic, as the growth and success of MSMEs heavily rely on the coordination and collaboration among stakeholders. In this context, the government assumes a leading role in mobilizing these five stakeholders, given its authority in policy-making.

In the pentahelix model, academics serve as advisors. Academia, in this context, serves as a valuable resource of knowledge encompassing the most up-to-date concepts, theories, and information relevant to the growth and development of existing MSMEs. Through education and literacy, academics contribute to enhancing the capabilities and competencies of MSMEs, particularly in adapting to changes, competition, and the dynamic nature of environmental factors. The responsibilities of academics encompass delivering management education, facilitating focus group discussions, promoting awareness, and providing support in the implementation of online-based marketing strategies (Pinem & Indriana, 2019).

Academics have the potential to contribute significantly by offering perspectives and evaluations derived from empirical data in relation to the extent of progress and the optimal strategy for promoting economic growth. This can be achieved through diverse research endeavors, comprehensive analysis, and the cultivation of human resources (Aribowo et al., 2018). According to S Halibas et al. (2017) academics play the following roles: 1) Academic discussions mainly focus on innovation to commercialize research and partnerships with the public sector; 2) In addition to being a source of knowledge, academic institutions are also responsible for developing not only work skills, but also innovative, entrepreneurial and enterprising skills as part of the organization's core values; 3) Academic institutions have a function as a standardizer in research and economic development; 4) As an institution that can certify research.

Business is an organization that engages in various activities to generate value and ensure its long-term viability. It serves as a facilitator in establishing information and communication technology infrastructure. In the transition to the digital age, it plays a crucial role in enhancing the effectiveness, efficiency, and productivity of micro, small, and medium enterprises (MSMEs). Entrepreneurs, as business owners, should harness their potential to foster business growth and accomplish key objectives such as profitability, social welfare, environmental sustainability, and the overall development of the private sector. This sector, in turn, functions as a driving force behind business operations, creating value, and meeting the demand for MSME products, thereby contributing to sustainable economic expansion.

In this scenario, the community refers to individuals who share common interests and are integral to the growth of untapped potential. Serving as a mediator or intermediary between various stakeholders, the community plays a crucial role in the comprehensive process and aids in the implementation of economic practices. The government, being a key stakeholder, assumes regulatory and developmental responsibilities in fostering business growth. It functions as both a regulator and a vigilant overseer. Specifically, the government's



involvement encompasses licensing, legislation, public policies promoting innovation, support for collaborative networks, and fostering public-private partnerships.

Social media plays a crucial role in connecting the different stakeholders within the penta helix framework by utilizing diverse media platforms. The significance of mass media cannot be undermined as it effectively communicates business achievements, captures attention, stimulates action, reduces barriers, demonstrates commitment and support, and aids in promoting publications and establishing a brand identity (Muhyi et al., 2017).

The primary objective of this study is to gather data on the overall impact of the pentahelix driving force in order to enhance the performance of MSME businesses in Malang City. More specifically, the research aims to develop an analytical model that highlights the role of the pentahelix in promoting the advancement of MSME business performance during the new normal era.

## METHOD

The study employed a quantitative research method, utilizing interviews, observations, and questionnaires for data collection. The questionnaires were distributed among MSME actors in Malang City, while the population of interest consisted of these actors. Accidental sampling was employed as the sampling technique. Descriptive analysis was used as the data analysis technique. In addition to questionnaires, the researchers also conducted interviews and observations, engaging with both MSME actors and government representatives.

## RESULTS AND DISCUSSION

### Research Result

The following are the descriptive results of the questionnaire.

**Table 1. The role of academics**

Variabel		Frequency	Percent	Valid Percent	Cumulative Percent
The role of academics (X1)	The role of academics in helping MSME actors to provide literacy related to increasing the creativity of human resources (X1.1)	D	1	2.1	2.1
		N	1	2.1	4.2
		A	27	56.3	60.4
		SA	19	39.6	100.0
		Total	48	100.0	
	The role of academics in helping MSME players provide literacy related to marketing strategies (X1.2)	D	2	4.2	4.2
		N	7	14.6	18.8
		A	25	52.1	70.8
		SA	14	29.2	100.0
		Total	48	100.0	
	The role of academics in helping MSME players provide literacy related to attractive product packaging (X1.3)	SD	1	2.1	2.1
		D	2	4.2	6.3
		N	11	22.9	29.2
		A	21	43.8	72.9
		SA	13	27.1	100.0
		Total	48	100.0	
	The role of academics in helping MSME players provide literacy related to the use of technology to market products (X1.4)	D	1	2.1	2.1
		N	12	25.0	27.1
		A	20	41.7	68.8
		SA	15	31.3	100.0
		Total	48	100.0	
	The role of academics in helping MSME actors provide literature related to	D	1	2.1	2.1
		N	6	12.5	14.6
		A	19	39.6	54.2

Variabel		Frequency	Percent	Valid Percent	Cumulative Percent
financial management and simple bookkeeping (X1.5)	SA	22	45.8	45.8	100.0
	Total	48	100.0	100.0	
The role of academics in helping MSME actors provide literacy related to the calculation of cost of goods produced (X1.6)	N	5	10.4	10.6	10.6
	A	22	45.8	46.8	57.4
	SA	20	41.7	42.6	100.0
	Total	47	97.9	100.0	
The role of academics in helping MSME actors provide literacy related to production process optimization (X1.7)	N	5	10.4	10.6	10.6
	A	17	35.4	36.2	46.8
	SA	25	52.1	53.2	100.0
	Total	47	97.9	100.0	
	System	1	2.1		
	Total	48	100.0		

Table 1 show that MSME actors agree that academics provide literacy related to increasing the creativity of human resources, academics provide literacy related to marketing strategies to MSME actors, academics provide literacy related to attractive product packaging, academics help MSME actors provide literacy related to the use of technology to market products, MSME actors agree that academics provide literacy related to financial management and simple bookkeeping, besides that MSME actors agree that academics provide literacy related to the calculation of the cost of goods produced.

**Table 2. The role of business people**

Variabel		Frequency	Percent	Valid Percent	Cumulative Percent
The role of business people (X2)	The role of business people in providing access to capital assistance to MSME players (X2.1)	N	10	20.8	21.3
		A	20	41.7	63.8
		SA	17	35.4	100.0
		Total	47	97.9	100.0
		System	1	2.1	
	Total	48	100.0		
	The role of business people in providing information on relationships among business people (X2.2)	D	1	2.1	2.1
		N	10	20.8	23.4
		A	15	31.3	55.3
		SA	21	43.8	100.0
		Total	47	97.9	100.0
	System	1	2.1		
	Total	48	100.0		

The results of the analysis table 2 show that MSME actors agree that the role of business actors in providing capital access assistance to MSME actors is quite high. In addition, in terms of providing information on relationships between business actors, the majority of MSME actors also agree that the role of business actors in this regard is quite important. This shows that MSME actors see the importance of the role of business actors in providing access to capital and information that is relevant to the sustainability of their business.

**Table 3. MSME actors**

Variabel		Frequency	Percent	Valid Percent	Cumulative Percent
MSME actors (X3)	MSME actors have a community to share ideas, experiences, and challenges while running a business (X3.1)	SD	1	2.1	2.1
		D	1	2.1	4.2
		N	16	33.3	37.5
		A	13	27.1	64.6
		SA	17	35.4	100.0
		Total	48	100.0	
	MSME actors have a community to share information on suppliers of raw materials or additional materials needed for the business (X3.2)	D	1	2.1	2.1
		N	8	16.7	18.8
		A	22	45.8	64.6
		SA	17	35.4	100.0
		Total	48	100.0	

Table 3 shows that the majority of MSME players believe that having a community to share ideas, experiences and challenges in running a business is important. In addition, in terms of having a community to share information about suppliers of raw materials or additional materials needed for the business, the majority of MSME players also agree that this is important. This shows that MSME players highly value the importance of having a solid community network to support the exchange of knowledge and information relevant to the continuity of their business.

**Table 4. The government provides**

Variabel		Frequency	Percent	Valid Percent	Cumulative Percent
The government provides (X4)	The government issues regulations that make it easier for business actors to run businesses such as providing tax tolerance (X4.1)	D	1	2.1	2.1
		N	9	18.8	20.8
		A	23	47.9	68.8
		SA	15	31.3	100.0
		Total	48	100.0	
	The government provides assistance related to product legality (X4.2)	N	12	25.0	25.5
		A	16	33.3	59.6
		SA	19	39.6	100.0
		Total	47	97.9	
	The government provides assistance related to product certification and brand registration (X4.3)	N	9	18.8	18.8
		A	19	39.6	58.3
		SA	20	41.7	100.0
		Total	48	100.0	
	The government provides easy business assistance (X4.4)	N	5	10.4	10.4
		A	24	50.0	60.4
		SA	19	39.6	100.0
	The government makes it easy to access banking capital (X4.5)	Total	48	100.0	
		N	5	10.4	10.4
		A	24	50.0	60.4
		SA	19	39.6	100.0
		Total	48	100.0	

The results of the analysis table 4 show that the majority of respondents consider that the government provides various forms of assistance and facilitation to support businesses. Most respondents stated that the government issues regulations that make it easier for



businesses to run businesses, such as providing tax tolerance. In addition, most respondents also agreed that the government provides assistance related to product legality and product certification and brand registration. Furthermore, the majority of respondents also felt that the government provides assistance that makes it easier to run a business and access banking capital. This indicates a positive perception from respondents towards the government's role in providing support and facilitation for businesses, which can potentially improve the business climate and economic growth.

**Table 5. The role of social media**

Variabel		Frequency	Percent	Valid Percent	Cumulative Percent
The role of social media (X5)	The role of social media in helping businesses provide information related to their product promotion activities (X5.1)	D	2	4.2	4.3
		N	4	8.3	12.8
		A	21	43.8	57.4
		SA	20	41.7	100.0
		Total	47	97.9	100.0
		System	1	2.1	
		Total	48	100.0	
	Mass media helps MSME actors in the development of MSMEs (X5.2)	N	7	14.6	14.9
		A	16	33.3	48.9
		SA	24	50.0	100.0
		Total	47	97.9	100.0
		System	1	2.1	
		Total	48	100.0	

Table 5 shows respondents' perceptions of the role of social media and mass media in supporting product promotion activities and the development of micro, small and medium enterprises (MSMEs), the majority of respondents saw that social media helped businesses in providing information related to their product promotion activities. This shows that social media is considered an effective tool in supporting product promotion efforts for businesses. In addition, most respondents also saw that mass media helps MSME players in the development of MSME businesses. From these results, it can be concluded that both social media and mass media are considered to have important roles in supporting the growth and development of MSME businesses.

**Table 6. Growth and Success of MSME Participants**

Variabel		Frequency	Percent	Valid Percent	Cumulative Percent
Growth and Success of MSME	Government support has increased sales turnover (Y1)	N	7	14.6	14.9
		A	16	33.3	48.9
		SA	24	50.0	100.0
		Total	47	97.9	100.0
		System	1	2.1	
		Total	48	100.0	
	Government support has increased sales turnover (Y2)	D	1	2.1	2.1
		N	9	18.8	21.3
		A	15	31.3	53.2
		SA	22	45.8	100.0
		Total	47	97.9	100.0
	Support from business people has increased sales turnover (Y3)	D	1	2.1	2.1
		N	6	12.5	14.6
		A	18	37.5	52.1
		SA	23	47.9	100.0

Variabel		Frequency	Percent	Valid Percent	Cumulative Percent
Participants (Y)	Support from academics has increased sales turnover (Y4)	Total	48	100.0	100.0
		N	5	10.4	10.4
		A	19	39.6	39.6
		SA	24	50.0	50.0
		Total	48	100.0	100.0
	The existence of support from the community makes sales turnover increase (Y5)	D	1	2.1	2.1
		N	7	14.6	14.6
		A	16	33.3	33.3
		SA	24	50.0	50.0
		Total	48	100.0	100.0
	The support from the government has increased the number of assets (Y6)	N	8	16.7	16.7
		A	17	35.4	35.4
		SA	23	47.9	47.9
		Total	48	100.0	100.0

The results of the analysis in Table 6 provide an overview of the growth and success of MSME (Micro, Small and Medium Enterprises) participants in relation to various support factors, such as government support, support from businesses, academics, and the community. From the table, it can be seen that the majority of respondents showed a positive level of perception towards the various forms of support they received. For example, most respondents stated that government support has a positive influence on increasing sales turnover, with the majority of them. In addition, support from business people, academics and the community were also considered important, with the majority of respondents showing a positive perception of the influence of such support on the growth and success of their businesses. Thus, it can be concluded that external support factors play a significant role in enhancing the growth and success of MSMEs, and it is important for the government and other relevant parties to continue to strengthen this support to favour the overall development of the MSME sector.

The research findings suggest that the support and recognition from various stakeholders such as scholars, entrepreneurs, communities, social media, and the government can significantly contribute to the growth and success of MSME participants. When these entities endorse and promote the MSMEs, it not only increases their visibility but also enhances their credibility and reputation in the market.

Scholars, with their expertise and knowledge, can provide valuable insights and guidance to MSME participants, helping them improve their business strategies and operations. Their endorsement can lend credibility to the MSMEs, making them more attractive to potential customers, investors, and partners. Entrepreneurs who have already achieved success in their respective fields can serve as role models and mentors for MSME participants. Their endorsement can inspire and motivate these small businesses, giving them the confidence to pursue their goals and aspirations.

Communities play a crucial role in supporting local businesses, including MSMEs. When communities endorse and promote these small businesses, it not only boosts their visibility but also fosters a sense of trust and loyalty among local consumers. This can lead to increased sales and customer retention for the MSME participants.

In today's digital age, social media has become a powerful tool for marketing and promotion (Miteva, 2022). When MSMEs receive endorsements and positive reviews on social media platforms, it can significantly increase their reach and exposure to a wider audience. This can result in higher brand awareness, customer engagement, and ultimately, increased revenue for the MSME participants.

Lastly, government support and endorsement can have a significant impact on the success of MSMEs. Governments can provide financial assistance, tax incentives, and regulatory support to these small businesses, enabling them to thrive and grow (Crossley et al., 2021). When the government endorses and promotes MSMEs, it sends a strong signal to the market about the importance and value of these businesses, attracting more customers, investors, and opportunities.

Overall, the findings of this research highlight the importance of cooperation and endorsement from scholars, entrepreneurs, communities, social media, and the government in enhancing the revenue and resources of MSME participants. These endorsements not only provide credibility and visibility but also inspire and motivate these small businesses to strive for success.

## **Discussion**

### **a. Government**

The government supports the growth of MSMEs through its mentoring programs, which offer valuable assistance to these enterprises. This aid is provided in the form of business class sessions, which have been conducted since 2018 at the Malang Creative Center. The business class program takes place every Tuesday and Thursday, and it aims to equip MSME players with knowledge and guidance from experienced professionals. Topics covered in these sessions include various aspects of business management, such as market segmentation, proposal preparation for business development, marketing strategies tailored to MSMEs, financial management, and government assistance programs. Additionally, the government extends its support to MSMEs through initiatives like brand registration programs, business legality registration, and digital marketing assistance.

### **b. Academia's role**

Academics play a crucial role in enhancing the performance of Micro, Small, and Medium Enterprises (MSMEs) by imparting knowledge and promoting literacy in various aspects such as marketing strategies, financial management, human resource development, and production optimization (Mukherjee, 2018). This role is not limited to lecturers alone but also involves active participation from students in community service activities. These activities primarily revolve around mentoring MSMEs, thereby contributing significantly to the enhancement of their management capabilities. The involvement of academics in such endeavors holds significance in fostering the growth and success of MSMEs.

### **c. The role of the businessman**

Business people play a crucial role in the advancement of Micro, Small, and Medium Enterprises (MSMEs) by facilitating access to capital in the form of materials, production equipment, and valuable business network information (Arifin et al., 2021). Several prominent corporations have undertaken Corporate Social Responsibility (CSR) initiatives to support educational endeavors aimed at fostering the growth and development of MSMEs (Bhinekawati, 2016). Through these programs, these companies contribute to the overall progress of MSMEs by providing the necessary resources and knowledge to enhance their capabilities and expand their reach.

### **d. Community Role**

The community plays a crucial role in fostering the growth of MSMEs by facilitating a vast business network (Candraningrat et al., 2021). Within the community, MSMEs engage in idea sharing, establish relationships, exchange information regarding raw material suppliers, and collaborate on market insights. This collaborative environment ultimately leads to an increase in sales turnover for MSMEs.

### e. The Role of Social Media

The role of social media is very helpful in the development of MSMEs (Edelia & Aslami, 2022). The role of social media helps in promoting and branding MSME products. The choice of social media has many types of diversity, namely Instagram, Twitter, Youtube, TikTok and others. The role of social media has very diverse features in facilitating the promotion and branding of MSMEs. Live streaming facilities, instaStory, threads, instareels and in the form of videos which of course are uploaded by themselves through social media which are certainly conveyed by business actors to keep information related to their products up to date.

### CONCLUSION

This study emphasizes the need for a comprehensive approach to boost the sales turnover of Micro, Small, and Medium Enterprises (MSMEs). Academics play a crucial role in providing education, support, and literacy to improve the performance of business actors, aligning with their commitment to the tri dharma. The government in Malang City has also played a significant role by allocating resources for MSME assistance. Business people, as key stakeholders, contribute to the success of MSMEs by providing capital and facilitating connections to suppliers and potential markets. The involvement of the community is essential, as it offers networking opportunities and market insights for business actors. In Malang City, various communities such as the super thug, mbois, amangtiwi, among others, showcase the diversity and vibrancy of the local business ecosystem. Furthermore, the strategic use of social media is an effective tool for business branding, allowing MSMEs to introduce and promote their businesses. Ultimately, the collaborative efforts of academics, government, business people, community, and social media contribute to the overall goal of increasing sales turnover and creating a sustainable business environment for MSMEs.

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