How Pentahelix Can Foster Institutional Commitment and Capacity
(Study Case Coffee Business Development)

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ABSTRACT

Sekolah Kopi Raisa, a hybrid organization that empowers and educates communities, has an institutional model that other similar organizations might use. Penta helix players affect organization creation and performance. With a penta-helix approach, this study builds a model of Sekolah Kopi Raisa's commitment and institutional capability in coffee company growth. This study employs descriptive qualitative methods. Penta-helix players must support research findings to increase organizational commitment and capability. Both components boost corporate productivity and impact society. Penta helix actors promote organizational commitment and capacity development models, including change goals, influence, normative commitment, emotional, and shared vision. Human resources, networks, and structural development are other entities.

Keywords: Capacity Building; Organizational Commitment; Penta Helix; Sekolah Kopi Raisa.

INTRODUCTION

Coffee is a top commodity with significant prospects. Bondowoso Regency is one of Indonesia's top coffee producers. Since 2016, it has been known as the Bondowoso Republic of Coffee. Bondowoso coffee is classified into Arabica Java Ijen Raung and Arabica Argopuro. The area of Arabica Java Ijen Raung Coffee is essentially smallholder coffee, 13,534.76 ha, with a productivity of 7,164.86 ha and 44 farmer groups (Pemerintah Kabupaten Bondowoso, 2017).

Institutions are crucial in creating coffee business goods to assist these initiatives. In 2020, PT Astra International collaborated with LP2M University of Jember on a scheme to establish Desa Sejahtera Astra in Sumber Wringin Sub-district, Bondowoso Regency. The region was selected because it produces the most coffee, with 966.67 tons expected in 2021 (BPS Kabupaten Bondowoso, 2022).

Sekolah Kopi Raisa was formed as part of the effort to help and educate coffee producers and company owners. The presence of this program has the potential to boost income by 50%, employ 150 people, increase the proportion of items absorbed in the market by 65%, and increase the average turnover/income per month by 65 million (Badrudin, 2022). This was possible because of the five parties commitment and the development of institutional capability. Some activities at the Sekolah Kopi Raisa include training, frequent meetings with farmers, management meetings, and coffee marketing via social media and in person (display).
On the other side, some of the challenges encountered by coffee farmers and smallholder coffee firms include a need for more understanding about increasing coffee output, regulatory limits on marketing, and a lack of awareness about paying profit-sharing monies to Perhutani. The Sekolah Kopi Raisa is intended to help coffee producers and smallholder coffee entrepreneurs.

More in-depth research is required on achieving commitment and capacity development using the penta helix strategy. As of now, no research looks at how to get commitment and build capacity using the penta helix method in the coffee business framework to make a model of how people interact with each other (Kurniasih et al., 2022; Saputra & Chazienul Ulum, 2022; Sudiana et al., 2020). The study question is: How might the penta helix foster commitment and capacity growth at the Sekolah Kopi Raisa? The research gap to be addressed is to examine Sekolah Kopi Raisa's institutional model in its empowerment action to develop an institutional model that other organizations may use.

METHOD

This study uses a descriptive-qualitative method (Creswell & David Creswell, 2018). Sekolah Kopi Raisa in Sumber Wringin Subdistrict, Bondowoso Regency, serves as the study and observation site. Interviews were conducted with Saleh (Sekolah Kopi Raisa), Dr. Ali Badrudin, S.S., M.A. (LP2M University of Jember), Anwar (PT Astra International representative), Ariesianto (Perhutani KPH Bondowoso), Nur Cahyaningrum, S.TP. (Cooperative, Industry, and Trade Office of Bondowoso Regency), and Fafan Ustadi (Agriculture and Food Security Office of Bondowoso Regency). The media data was acquired by searching Google for news items using the phrase "Sekolah Kopi Raisa". Miles and Huberman invented the interactive analysis approach, which was utilized for data analysis. The approach is divided into three stages: data collection, data condensation, data presentation, and conclusion drawing (Miles et al., 2018).

RESULT AND DISCUSSION

Contribution of Stakeholders within the Penta Helix framework

Halibas (2017), states that the penta helix is a socioeconomic development model implemented through cooperation and partnerships among players from academia, government, the commercial sector, the media, and civil society. The penta-helix concept was also used in the establishment of Sekolah Kopi Raisa. The actors who play a part are listed below.

1. University of Jember

Academics in the Penta Helix concept are responsible for providing accurate data in the field based on study, analysis, and human resource development (Kelvin et al., 2022). Jember University's contribution is carried out by the Institute for Research and Community Service (LP2M), which empowers the Sekolah Kopi Raisa via research and community service to strengthen dedication and institutional capacity for coffee company growth.
"So, our proposal is the development of agropolitan education, agropolitan areas, and agropolitan tourism." (Ali Badrudin, interview results, October 2, 2023)

Furthermore, academics demonstrate active commitment via mentorship and participation in Sekolah Kopi Raisa events. Some types of support include instruction on proper coffee care procedures to produce excellent coffee.

"When we give GAP (Good Agricultural Practices), such as trimming and rejuvenation, the trees used to be taller and are now thus shorter. So, the height of the arabica mother is 120 meters, so the picking method has an influence. It will be effortless....testimonies from farmer friends have raised 25 percent of their productivity..." (Ali Badrudin, interview results, October 2, 2023)

Universities play a critical role in developing ability and organizational commitment in the coffee industry. Furthermore, Sekolah Kopi Raisa's network, which includes a bridge from LP2M University in Jember, is one of the tangible answers to Bondowoso coffee producers' difficulties. As a result, coffee producers need the presence of the University of Jember via LP2M.

2. PT. Astra International

The private sector plays a role by providing infrastructure assistance through technology and cash (Septadiani et al., 2022). This effort is a natural action to help increase the potential of each region. The study's findings demonstrated the role of PT Astra International by helping it win the DSA innovation competency. Collaboration is also carried out with the University of Jember, which has a role as a CSR partner of PT Astra International in the Desa Sejahtera Astra program.

"Finally, we proposed the construction of a coffee school. Then, from sixty-three competing proposals, five were taken, and we were number one. Moreover, thank God we were funded 300 million for development at that time" (Ali Badrudin, interview results, October 02, 2023).


In the penta-helix model, the government is a regulator and controller and facilitates business development. In addition, the government should monitor all program cycle activities and public policies (Septadiani et al., 2022). The Agriculture and Food Security Office’s role is to assist coffee farmers represented by field officers.

"There has also been an expansion of coaching training. .... we go directly to the group. ... there are field extension officers (PPL) who are there, who are concerned, we also go directly. Because the program is from the Dinas, the Dinas accompanies us." (Fafan, interview result, September 15, 2023).
Unfortunately, The Agriculture and Food Security Office only knows about a Sekolah Kopi Raisa. There has yet to be an official cooperation and appreciation of the existence of Sekolah Kopi Raisa. This follows the results of an interview with the Agriculture and Food Security Office.

"While still not because it is new. Because the inauguration just came out, if I'm not mistaken, in 2022, it was just inaugurated. It has only been one year, huh? Yes, this construction started in 2019, if I'm not mistaken. However, thank God there are already many, like the guests who come there, who visit there have started to come. It's starting to be recognized. The core means that until now today, it is still active." (Fafan, interview result, September 15, 2023).

In addition, Diskoperindag facilitates coffee production through packaging assistance, branding marketing and training on coffee roasting.

"So, from Diskoperindag itself, there is training on coffee roasting" (Cahyaningrum, interview result, September 18, 2023).

Perhutani KPH Bondowoso, in developing Sekolah Kopi Raisa as a land provider for coffee farmers, assisted by Sekolah Kopi Raisa, assists in consulting when there are complaints or obstacles from coffee farmers and assists with coffee production equipment.

"We are only land providers, but if there are complaints from the community, we can bring them to the management.

4. Media

Media in community empowerment serves as a multiplier for product marketing (Saputra & Chazienul Ulum, 2022). In the study, data from Google using the phrase "Sekolah Kopi Raisa" yielded 16 reports from 2022 to 2023. Some media outlets operate on a national scale, while others are local. The Sumber Wringin coffee farmer organization received aid from PT Astra International and the University of Jember in the form of the Sekolah Kopi Raisa, which was highly publicized. The Sekolah Kopi Raisa's debut was also well noted. The evolution of Bondowoso coffee research, including the Sekolah Kopi Raisa, was also discussed. However, coffee has yet to be pushed.

5. Coffee Farmer Groups

Coffee farmer groups are accelerators and liaisons between stakeholders (Saputra & Chazienul Ulum, 2022). The involvement of farmer groups in the development of Sekolah Kopi Raisa is to share and educate coffee farmers. The member farmer groups benefit from learning technical pruning to market processed coffee products.

"For that, we go door to door. There is no problem if those touched by coffee every time there is training understand." (Saleh, interview result, August 10, 2023).

The door-to-door system carried out by Sekolah Kopi Raisa, in this case, Mr Saleh as the owner, is beneficial in educating because when one person is given education and is successful,
that person will provide education to others.

In principle, Sekolah Kopi Raisa runs an organizational system involving all farmers' parties. When making a decision, it must have been deliberated first with all representatives of several existing farmer groups. Mr Soleh says this is done to maintain good relations with all parties.

"The number of MSMEs that are assisted here is 27, of which 3 are MSMEs with coffee derivative products, and 24 are coffee MSMEs" (Saleh, interview results, August 10, 2023).

Building Organizational Commitment to Achieve Goals

Organizations that can compete will always focus on human resources by trying to increase organizational commitment and competencies possessed by members (Budi Raharjo et al., 2023). Committing to an organization is essential. To minimize the consequences of member turnover and the psychological relationship between employees and organizations (Budi Raharjo et al., 2023).

1. Change Goals in Organizational Commitment

Change goals are the first step used in designing the program by setting change goals to increase the capacity that the organization wants to achieve (Morrison, 2001). Two leading roles, PT Astra International and Jember University, carried out the change goals activity. They are actors who aim to continue making sustainable social contributions to community education (PT Astra International, 2023).

Organizational commitment can grow from emotional ties to the organization (Anggun Cahyani et al., 2020). The bond of influence given by PT Astra International to the University of Jember by inviting them to develop the potential in the area around the University of Jember. This was done by inviting the University of Jember to participate in the Desa Sejahtera Astra (DSA) competition. Participating in DSA includes training, mentoring, institutional strengthening, infrastructure assistance, capital facilitation, and export marketing (Wiki Wirausaha, 2022).

In addition, the reason why PT Astra International invites the University of Jember to collaborate is because they need partners to expand the reach of the Corporate Social Responsibility program.

"So the Astra program is a CSR program, the corporation's responsibility. Then, try to find partners who can become actors in village development in several places. It can be based on universities." (Anwar, interview result, Thursday, September 21, 2023).

2. Normative Commitment

Normative commitment is a commitment in the form of members' feelings about the obligations that must be given to the organization. Normative commitment can develop with the
amount of influence individuals feel (Suhartini, 2018). The way that the University of Jember and PT Astra International worked together to set goals for the Sekolah Kopi Raisa is an example of normative commitment.

Normative commitment is also from the University of Jember, which has an obligation to the community through the Tridarma of education (Situmeang, 2021).

"A large campus in the horseshoe-like UNEJ has a big responsibility, yes, moral and social responsibility to provide assistance and empowerment to the community so that UNEJ does not become an ivory tower." (Ali Badrudin, interview results, Monday, October 02, 2023).

Meanwhile, the normative commitment of PT Astra International is to provide corporate social responsibility (CSR) through the Desa Sejahtera Astra program (Saputra & Chazienul Ulum, 2022). Thus, the benefits obtained by Sekolah Kopi Raisa from this collaboration, such as the number of people affected by 2,500,000, an increase in income of 50 percent, the number of employment of 150 people, the presentation of products absorbed by the market by 65 percent, turnover or income of IDR 65,000,000, and assistance in the construction of facilities and infrastructure (Badrudin, 2022).

3. Affective Commitment

The relationship between the University of Jember and Government of Bondowoso Regency, based on Allen and Mayyer (1990), can be called affective commitment. Affective commitment is what makes resources want to continue to be actively involved in the organization. The Government of Bondowoso Regency should carry out development. In every development, the government's active role is reciprocal to what the community has done (Damanik, 2019)

Thus, the role of government, according to Windasai (2021), is divided into several roles, namely facilitator and catalyst. Facilitator by creating conditions conducive to the implementation of development. The catalyst which acts as an agent that accelerates regional potential development and then becomes social capital to build participation.

In establishing Sekolah Kopi Raisa, the role of the local government and the University of Jember was quite positive.

"As soon as we were accredited, we launched, but before that, we met with the regent of Bondowoso; I conveyed that we had a program like this with Astra, and they were immediately welcomed and very happy when it was Pak Salwa. Then, we met with the regional secretary and related agencies. From there, our steps and intentions began." (Ali Badrudin, interview, October 02, 2023).

4. Share Vision

Share vision is a way to build teamwork cohesiveness that can be developed in more specific indicators to encourage more resources (Amiruddin et al., 2021). In principle, the shared awareness between PT Astra International, the University of Jember, and the Local Champion in
Sumber Wringin has the same vision and responsibility, so that shared vision occurs. It is believed to be an excellent catalyst for increasing organizational commitment and goals (Amiruddin et al., 2021). Therefore, participatory steps involving the local champion (Mr Saleh) became essential as the embryo of Sekolah Kopi Raisa.

Shared vision is shown by the existence of trust as colleagues so that creative and innovative ideas emerge in forming the Sekolah Kopi Raisa. The similarity of vision and mission can produce cohesiveness between the two parties, resulting in good collaboration.

5. **Hybrid Organization**

Keppel in Setyorini (2022) specific organizations are not state entities but perform state-like functions such as regulation, licensing, and delivering public goods. Keppel refers to this kind of organization as a hybrid organization. These organizations might be private or civil. Furthermore, hybrid organizations are described as those that include features of public, for-profit, and non-profit organizations (Lusiani et al., 2019).

The Sekolah Kopi Raisa is a hybrid organization that helps coffee growers achieve superior goods while assisting and educating them in the coffee industry. Sekolah Kopi Raisa has an edge over other empowerment communities due to its diversified activities. Some of the activities carried out at Sekolah Kopi Raisa based on the 2022 final report include coffee cupping implementation, DSA facilitator gathering, FGD and strengthening website raisa.com, training assistance, discussion of Coffee School landmarks, visiting and discussing with Coffee MSMEs, and laying the first stone of construction.

**Capacity Building Process in Organizational Process**

Human resources are essential in an organization, so capacity building is needed. The benefits of capacity building include investing time and resources and developing employees who will tend to perform better (Setyorini, 2022).

1. **Human Resource Development**

Human resource development is required in partnership with many stakeholders. According to Grindle (1997), cooperation is centred on people's roles in the company. Rozikin (2015) community development is an endeavour to shape the community positively. Community empowerment is an endeavour to help local communities manage their resources. This corresponds to one of the aspects of capacity development, capital capability. At Sekolah Kopi Raisa, capacity building is achieved via training to increase talents and skills in processing plants and coffee manufacturing. This is an example of workforce skills in human resource development.

The Agriculture and Food Security Office provided training via field extension officers (PPL), which included regular coaching and instruction on coffee production tools. This kind of
instruction in coffee processing equipment is an example of technological proficiency. The University of Jember, as an academic actor, gives information on how to manage land to create a high coffee yield. Similarly, Diskoperindag offers general product support, Perhutani KPH Bondowoso gives land supplies to the Sumberwringin coffee-growing community, and Sekolah Kopi Raisa offers coffee roasting equipment assistance.

2. Institutional Development Structural

The formation of Sekolah Kopi Raisa structural development was carried out, which began with the formation of the Sekolah Kopi Raisa structure, starting from the Director, Secretary, and Treasurer to the existing fields. Initially, the development of Sekolah Kopi Raisa was based on several people who had concerns for the environmental conditions of the surrounding community (local champion). After the formation of the structure of the Sekolah Kopi Raisa, the board members then carry out the division of tasks of each part that has been determined, starting from upstream or planting to the production and marketing process.

3. Investing In Network

According to D. Eade (1997), networking is one way of capacity building. One of them is the internal and external relations of Sekolah Kopi Raisa from the institutional and business aspects. Investing in a network is essential because developing this network gives Sekolah Kopi Raisa an extensive network.

Finally, if the above analysis is visualized in the institutional model of Sekolah Kopi Raisa, the results can be seen in Figure 1. The model can be a reference for forming and strengthening commitment and developing organizational capacity to encourage organizations to make more comprehensive and optimal use of networks.
CONCLUSION

The role of penta-helix actors must accompany efforts to create organizational commitment and capacity building. These two entities contribute to the driving force of an organization that aims to empower and educate the community massively. The organizational commitment and capacity building model is a change in goals, influence, affective commitment, normative, and shared vision. The capacity-building entity is related to structural development, human resources development, and a strong network.

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