

Collaboration Pentahelix in Administration Management of Cultural Creations: An Implementation Study Policy Based Community

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ABSTRACT

Management results creation cultural based community be one of instrument strategic in strengthening economy local, preservation identity culture and development sustainable. However, the implementation policy management culture at the level area Still face various challenges, such as fragmentation institutional, weak coordination inter-factors, limitations capacity community, as well as Not yet optimally integration between aspect preservation culture and development mark economics. Research This aim For analyze implementation policy administration in management results creation cultural based community through approach collaboration pentahelix involving government, academics, the business world, communities, and the media. Research This use approach qualitative with design studies policy based community. Research data obtained through interview in- depth analysis document policies and observations to practice management results creation cultural. Data analysis was carried out use approach analysis thematic with identify pattern interaction, mechanism coordination, role actors, as well as factor supporters and inhibitors implementation policy. Research results show that success management results creation cultural is greatly influenced by ability building governance collaborative capable integrate source power and interests various actor. Pentahelix model give room for community as owner culture For play a role active, while government functioning as a regulator and facilitator policy. However, it is still found challenge in the form of imbalance role inter-factors, limitations institutional community, as well as Not yet existence mechanism administration which is special arrange distribution benefit economy and protection right communal. Research This confirm that strengthening administration management results creation cultural need policy based adaptive, participatory, and sustainability - oriented collaboration culture as well as welfare community.

Keywords: collaboration pentahelix, administration public, results creation cultural, implementation policy, community culture, governance collaborative.

INTRODUCTION

Culture is one of the asset strategic in development national Because No only functioning as identity social society, but also has potential economy that can developed through approach economy creative and development based community. In perspective modern development, culture No Again seen as entities that are static and only oriented towards preservation, but also as source capable power create mark social, economic, and innovation. UNESCO (2013) emphasized that sector culture and creativity own contribution important to development sustainable Because capable create field work, strengthen cohesion social, as well as increase Power competition an area through utilization riches culture local.

Indonesia as a country with diversity high culture own potential big in development results creation cultural, good in form art traditional, crafts, products creative, knowledge local, expression culture, as well as practice social society. Diversity the become development capital that has mark strategic if managed through policy the right public. However, the potential big the Still face various problem in aspect administration management, especially related coordination inter-factor, protection right communal, strengthening capacity community, as well as mechanism distribution benefit fair economy.

In context administration public, management results creation cultural own different characteristics compared to with management source Power economy conventional. Products culture No only own mark economic *value*, but also contains mark historical, symbolic, social, and identity community. Throsby (2010) explains that goods culture own character double, namely as commodities economy at a time as representation mark culture society. Therefore that, policy management results creation cultural need approach administratively capable balance between interest economy and sustainability mark culture.

Problems main in management results creation cultural in various area is Still weakness integration between policy government and capacity community as owner culture. Many communities local own product valuable culture high, but Not yet get support adequate administrative For develop potential those. Obstacles that often occur appear covering limitations market access, weakness protection riches intellectual communal, low capacity management organization community, as well as Not yet optimally synergy between government, sector private sector, academics, and media.

Condition the show that approach bureaucracy conventional in nature hierarchical Not yet Enough capable answer complexity management results creation cultural. Change paradigm administration modern public shows existence shift from *the government* model going to *governance*, namely organization policies that involve various actor in the process of taking decisions and implementation of public programs. Osborne (2010) through draft *New Public Governance* explain that modern government does not Again

become the only one actor controller policy, but play a role as director and facilitator in governance network involving society, sector private and institutional other.

One of evolving approach in strengthening governance development is a collaborative model pentahelix. This model involving five actors main, namely government, academics, business, community, and *media*. Approach pentahelix developed as a collaborative strategy For integrate various source power, knowledge, and interests in reach objective development together (Carayanis & Campbell, 2010). In context management results creation cultural, this model own strong relevance Because every actor own mutually exclusive functions complete. Government own role in regulation and facilitation policy, academics play a role in research and development, business world provide market access and investment, community become owner at a time perpetrator culture, while the media plays a role in promotion and formation mark public.

Approach collaboration pentahelix is also in line with theory *collaborative governance* developed by Ansell and Gash (2008). According to theory said, success collaboration public influenced by several factor main, namely condition beginning, design institutions, leadership facilitative, as well as the process of building trust inter-factors. In management results creation cultural, collaboration No only required For increase program effectiveness, but also to ensure that community as owner culture own strong position in the process of taking decision.

Although draft collaboration pentahelix the more Lots implemented in various policy development area, there are gap research that is still ongoing need reviewed more continue. First, some big study about pentahelix more Lots focused on the sector tourism and innovation area, while studies that are special discuss how the model is implemented in administration management results creation cultural Still limited. In fact, the characteristics culture that is communal need different governance mechanisms compared to sector economy other.

Second, still there is gap between policy preservation culture and development strategy economy creative (Triadi et al, 2025). Many policies government area Still put culture as object promotion or activity ceremonial, not as asset development that requires system administration management sustainable. As a result, the community often only become implementer activity culture without get benefit proportional economy from results creation they.

Third, not yet Lots research that examines How mechanism distribution roles and responsibilities answer inter-actor in the pentahelix model can strengthen sustainability results creation cultural. In fact, success collaboration relies heavily on clarity role, balance power, as well as ability build connection term long interfactors (Emerson, Nabatchi, & Balogh, 2012).

In perspective administration public, issues the become important Because management results creation cultural No only related with implementation of cultural programs, but also concerns how the state creates mark public (*public value*). Moore (1995) explains that policy public must produce recognized value public through combination between legitimacy social, capacity organization, and benefits real. Therefore that, administration management results creation cultural must directed For create ecosystem that allows culture develop in a way sustainable at a time give benefit economy to community.

Based on problem said, research This make an effort analyze How implementation policy administration in management results creation cultural based community through approach collaboration pentahelix. Research This focus attention to how the role of each actor built, how mechanism coordination ongoing, as well as factor What only those that support and hinder success collaboration in management asset culture community.

Question proposed research is: (1) how implementation policy administration in management results creation cultural based community? (2) how the role of each actor in a collaborative model pentahelix? and (3) factors What only that affects success collaboration pentahelix in strengthen sustainability economy and culture community?

Study This expected give contribution theoretical to development study administration public, in particular in understand connection between policy culture, governance collaborative, and empowering community (Triadi, 2025). In general practical, research This can become input for government area in designing policy management results creation more cultural inclusive, participatory and sustainable through strengthening collaboration between government, academics, business world, communities, and media.

Method

Study This use approach **qualitative with design studies policy** (*policy study*) for analyze implementation policy administration in management results creation cultural based community through approach collaboration pentahelix approach qualitative chosen Because study This aim understand in a way deep dynamics policy, role actors, mechanisms coordination, as well as factor social and institutional factors that influence success management results creation cultural. Creswell and Creswell (2018) explain that approach qualitative used For understand meaning constructed by individuals or group to something phenomenon social in context certain.

Study This use paradigm constructivism which views implementation policy as a social process that is formed through interaction inter-factors, values, and institutions. Perspective This relevant Because management results creation cultural No only influenced by formal regulations, but also by relationships trust, interests community, as well as capacity actor in build collaboration. Framework analysis study refers to the

concept *collaborative governance* (Ansell & Gash, 2008), *new public governance* (Osborne, 2010), and collaboration models pentahelix involving government, academics, business world, communities, and media.

Research design use studies case *study* for understand phenomenon implementation policy in context life real. Yin (2018) explains that studies case in accordance used For study phenomenon contemporary which has relatedness close with context social and institutional. Research location chosen purposively based on existence community producer creation cultural, involvement government area, as well as existence interaction inter-actor in development and management culture local.

Research data obtained through interview in- depth analysis documents and observations field. Informant chosen use technique *purposive sampling* (Patton, 2015), which involves five elements pentahelix, namely government as a regulator, academic as developer knowledge, business world as driving force mark economy, community as owner culture, and media as amplifier communication public. Analysis document done to regulations, documents planning, cultural programs, and policy economy creative For see suitability between design policies and their implementation (Bowen, 2009).

Data analysis was performed use approach analysis thematic (*thematic analysis*) with stages coding, identification themes, interpretations, and withdrawals conclusion (Braun & Clarke, 2006). The analysis process also refers to the interactive model of Miles, Huberman, and Saldaña (2014), namely data condensation, data presentation, and verification Conclusion. Data validity is guaranteed through triangulation sources and methods with compare results interviews, documents, and observations (Denzin, 1978), as well as done confirmation to informant key For ensure suitability interpretation study.

Through method said, research This directed For identify How implementation policy administration in management results creation cultural going on, how distribution role inter-actor pentahelix formed, and factor supporters and inhibitors in building governance culture based sustainable communities.

Discussion

1. Implementation Policy Administration in Strengthening the Governance of Cultural Creation Results Based Community

Management results creation cultural based community show that success policy public in sector culture No only determined by the existence of regulation, but is greatly influenced by the ability administration in translate policy to in practices that involve various actor. Research results show that policy management culture at the level area Still face challenge in the form of fragmentation institutional, limitations coordination inter-

organizational, as well as Not yet optimally integration between aspect preservation culture and development mark economic conditions the show that administration management results creation cultural need a more approach adaptive compared to the bureaucratic model traditional.

In perspective implementation policy, success something policy is highly dependent on the ability actor implementer in understand objective policy, providing source power, building communication, and creating mechanism effective coordination. Pressman and Wildavsky (1973) explain that implementation policy is a complex process that involves various actor with different interests. In context results creation cultural, complexity the the more tall Because object policy No only own dimensions administrative and economic, but also contains mark social, historical, and identity community.

Research result show that government area own position strategic as actor main in build ecosystem management results creation cultural (Syam et al 2025). The role of government No only limited to the preparation regulations, but also includes provision facilities, strengthening capacity community, protection right culture, as well as creation access towards the market (Triadi, 2025). Findings This in line with draft *new public governance* as put forward by Osborne (2010), that modern government needs transform from actor controller become facilitator in governance network public.

However, in in practice Still found that part policy culture area more activity - oriented ceremonial compared to development ecosystem sustainable culture. Cultural programs often focused on organizing festivals, promotions culture, or activity symbolic, but Not yet fully directed at strengthening capacity community as manager main results creation culture. Conditions This show existence gap between approach preservation culture and approach empowerment economy based culture.

In perspective *public value*, management results creation cultural should capable produce more benefits wide for society. Moore (1995) explains that policy public must create values recognized by society through balance between capacity organization, legitimacy public, and benefits social. Therefore that, success policy culture No only measured from amount carried out activities, but also from to what extent the community get benefit economy, recognition social and sustainability identity culture.

research results also show that one of factor important in implementation policy is capacity institutional community. Many communities culture own knowledge and skills in produce work culture, but Not yet own capacity adequate administrative in aspect management organization, development business, documentation culture, as well as protection riches intellectual. This is show that policy administration need expand its orientation from just arrangement going to strengthening capacity (*capacity building*).

With Thus, the implementation policy administration management results creation cultural need change paradigm from approach government - *centered* towards governance - *oriented* approach. Government area need build a system that allows community become actor main, while government functioning as a regulator, facilitator, and liaison various source Power.

2. Collaboration Pentahelix as a Governance Model in Management of Cultural Creations

Collaboration model pentahelix become approach strategic in answer complexity management results creation cultural Because involving five actors main, namely government, academics, the business world, communities, and the media. Research results show that success management culture based community is greatly influenced by the ability fifth actor the build connection Work the same as each other complete.

In the pentahelix model, the government own role as regulator and director policy, academics play a role in produce knowledge and innovation, business world play a role in development mark economy and market access, community become owner at a time perpetrator main culture, while the media plays a role in build image and expand range information. Collaboration inter-actor the allows results creation cultural No only endure as inheritance culture, but develop become asset development area.

Approach This in line with theory *collaborative governance* Ansell and Gash (2008) explain that settlement problem complex public need involvement various actor through the process of dialogue, development trust, and decision making decision together. In context study this, collaboration pentahelix No just Work The same administrative, but the process of building ecosystem that allows every actor give contribution based on respective capacities.

The role of the community become very important aspect Because community is owner knowledge culture (*cultural knowledge holder*). Different with approach development conventional which is often put public as recipient benefits, pentahelix model put community as actor main in determine direction management culture. Approach This in accordance with principle development based community - *based development* which emphasizes importance participation and ownership local.

Although Thus, research show that connection inter-actor in collaboration pentahelix Still face a number of challenges. One of them is imbalance capacity and influence inter-actor. Government often own source Power more regulatory strong, while community own limitations in access information, funding, and market networks. Conditions This can cause collaboration walk in a way No balanced if No there is mechanisms that guarantee participation equivalent.

In addition, the involvement of the business world in management culture still often aspect - oriented commercialization. In fact, the results creation cultural own mark intrinsic needs protected from experience exploitation excessive. Throsby (2010) explains that product culture has two dimensions main, namely mark economics and values culture, so that its development must consider balance between both of them.

Academics also have role strategic in support sustainability culture through research, documentation, innovation products and support community. Meanwhile that, the media has function important in build narrative public about mark culture and expand market access. With Thus, the success of the pentahelix model is highly dependent on the ability every actor understand its role and building ongoing relationship.

3. Strengthening Strategy Administration Collaborative For Sustainability of Cultural Creations

Research result show that strengthening administration management results creation cultural requires a strategy that is not only long-term program oriented short, but build sustainable governance system. Challenges main thing found is Not yet existence mechanism administratively which special arrange connection between protection culture, development economy and distribution benefit to community.

One of the main strategies is strengthen institutional collaboration. Collaboration pentahelix need own clear structures and mechanisms so as not to depending on personal relationships or leadership certain. Emerson, Nabatchi, and Balogh (2012) explain that governance success collaborative need supporting systems dynamics collaboration, including leadership, capacity institutions, and ongoing interaction processes.

Second strategy is strengthening capacity community. Community culture need get support in aspect management organization, entrepreneurship culture, digital marketing, documentation, and protection riches intellectual (Triadi, 2024). Strengthening capacity This it is important for the community No only become conservationist culture, but also able to manage mark the economy generated from culture the.

The third strategy is development policy protection right communal. One of the problem main in management results creation cultural is weakness protection to expression culture traditional. System existing administration Still Lots use approach individual ownership, while culture community own character collective (Triadi, 2024). Therefore that, is necessary capable policies accommodate characteristics right culture communal.

The fourth strategy is utilization digital technology as instrument strengthening governance. Digitalization can used For documentation culture, marketing product, strengthening network community, as well as transparency program management.

However, digital transformation must still notice aspect protection culture so as not to increase risk exploitation without permission.

In a way overall, results study show that collaboration pentahelix is relevant approach in administration management results creation cultural based community. However, its success depends heavily on the ability government build system inclusive administration, strengthening capacity community, and create mechanism Work sustainable same.

With Thus, management results creation cultural No only become a conservation agenda culture, but also part from development strategy area based knowledge, creativity, and identity local approach administration based collaboration pentahelix allows culture develop as source mark capable public increase welfare community at a time guard sustainability inheritance culture (Triadi, 2025).

Conclusion

Study This show that management results creation cultural based community need approach administration more public adaptive, collaborative, and sustainability - oriented. Creative results cultural No can understood only as product culture that has mark symbolic, but also as asset development that has potential economic, social, and institutional. Therefore that, implementation policy management culture requires capable governance integrate interest preservation culture with development mark economy community.

Based on results research, implementation policy administration in management results creation cultural Still face various challenges, especially in aspect coordination institutional, capacity community, protection right communal, as well as integration between policy culture and economy creative. Government area as actor main policy own role important in create regulations, providing facilities, and building supporting ecosystem development culture local. However, the approach administrative matters that are still nature sectoral and oriented towards long-term programs short cause management results creation cultural Not yet fully capable produce optimal benefits for community as owner culture.

Study This confirm that approach collaboration pentahelix become a relevant governance model in strengthen administration management results creation cultural. The involvement of five actors main, namely government, academics, the business world, communities, and the media, enabling occurrence integration source the power, knowledge, innovation and networks required in development culture based community (Triadi, 2024). Government play a role as a regulator and facilitator policy, academics as producer knowledge and companion innovation, business world as driving force mark

economy, community as owner and perpetrator culture, and media as amplifier communication public and promotion culture.

However Thus, success collaboration pentahelix No only determined by the existence of the actors involved, but also by the quality connection inter- actor. Effective collaboration need mechanism clear coordination, trust, ongoing communication, and distribution balanced roles and benefits. Without existence balance said, collaboration potential only become form participation symbolic, while community still is at in weak position in determine direction management results creation cultural.

From the perspective administration public, research This show that role government need experience change from approach *government- centered* going to approach *governance-oriented*. Government No Again only act as regulator and controller, but as connector various interest in something network collaboration. Change the need strengthening capacity institutional, improvement competence apparatus, as well as development instrument capable policies accommodate characteristics culture as source Power collective.

Study this also shows importance strengthening capacity community as an integral part of the policy strategy. Community culture need supported so as not to only play a role as conservationist tradition, but also able to become manager economy independent culture. Strengthening capacity the covers aspect management organization, entrepreneurship culture, digital marketing, documentation culture, and understanding to protection riches intellectual communal. With Thus, the benefits economy from results creation cultural can more Lots return to community owner culture.

In a way theoretical, research This give contribution to development study administration public with expand understanding about implementation *collaborative governance* in sector culture. This study show that management culture need approach cross sector that combines perspective policy public, governance networking and empowerment community. Collaboration model pentahelix can become framework conceptual in understand How various actor can Work together For create mark public through management source Power culture.

In a way practical, research This recommend the need government area build mechanism supportive administration collaboration pentahelix in a way sustainable. This can done through formation of a collaboration forum culture area, strengthening regulations protection right culture community, provision of development programs capacity, as well as integration policy culture with economic strategy creative area. In addition, it is necessary system evaluation that is not only measure success based on amount activity culture, but also based improvement welfare community, sustainability culture, and distribution benefit economy.

With Thus, collaboration pentahelix in administration management results creation cultural is an important strategy in building governance inclusive and sustainable culture. Success management culture in the future No only depends on ability government in make policy, but also on the ability all over actor For build synergy and creating ecosystem collaborative. Through approach this, the result creation cultural can develop No only as symbol identity society, but as source Power capable development strengthen welfare community and sustainability culture local.

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