

PENTAHHELIX MODEL COLLABORATION AS A COLLECTIVE EFFORT IN ANTI-CORRUPTION ECOSYSTEMS

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ABSTRACT

This study aims to analyze the integration of roles between the government, business sector, civil society, academia, and the media through the Pentahelix framework to create a comprehensive anti-corruption system. This study aims to formulate a strategic collaboration model to close systemic gaps and transform the approach to eradicating corruption into a sustainable collective responsibility. Methodologically, this study uses a descriptive qualitative design to explore the dynamics of intersectoral collaboration. The methods applied include a case study focusing on intersectoral collaboration in corruption eradication efforts. Data collection techniques through data triangulation, which integrates the study of regulatory documentation and official reports with in-depth interviews with representatives from the five pillars of Pentahelix. The data analysis process uses content analysis and thematic analysis techniques through the stages of data reduction, data presentation, and inductive conclusion drawing. The main findings of this study confirm that the effectiveness of corruption eradication is highly dependent on a paradigm shift from sectoral work to interactive collaboration. Synergy between the government, business sector, civil society, academics, and the media is an absolute prerequisite for building a strong anti-corruption ecosystem. Through integrated roles, the Pentahelix model has proven capable of addressing the complexities of corruption more comprehensively.

INTRODUCTION

Corruption in Indonesia is a systemic phenomenon that has taken root across socio-political and economic spheres, encompassing a broad spectrum, from embezzlement of state funds to the abuse of authority for personal gain. Corruption in Indonesia is not only rooted in the culture and structure of government bureaucracy but has become a multidimensional phenomenon that has eroded the very foundations of national life. (Nisa et al., 2022) The complexity of this problem shows that a monolithic and repressive legal approach is often insufficient to reduce the level of institutionalized corruption. One of the main challenges hindering the development of Good Governance in many countries, including Indonesia, is the crime of corruption. (Rozikin, 2025) Corruption in Indonesia is classified as a special crime. Indonesia, as a country based on



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the rule of law, regulates it under Law Number 31 of 1999, which was later amended by Law Number 20 of 2001 concerning the Eradication of Criminal Acts of Corruption (Antari, 2022). A review of various public governance literature indicates that the failure to eradicate corruption is often caused by sectoral egos and the lack of involvement of non-state actors in the oversight system. Corruption has extremely harmful consequences for human life across social, political, bureaucratic, economic, and individual spheres. (Hilmi, Hurriyati and Lisnawati, 2018)

This study aims to analyze the dynamics of the Pentahelix collaboration model in building an anti-corruption ecosystem in Kebumen Regency. This study maps the roles and barriers to fragmentation among five key pillars—the government (Pejagoan District and the Inspectorate), academics, NGOs, the business sector, and the media (Bimasakti FM Radio). The final results of this study are directed at formulating a strategic collaboration model based on interactive information exchange, in order to transform the regional anti-corruption movement into a sustainable collective responsibility.

This study adopts a scientific approach through the Pentahelix model as a strategic analytical framework to integrate the roles of government, the business sector, civil society, academia, and the media. The Pentahelix model is very useful for solving problems (Kelvin, Widianingsih and Buchari, 2022). Theoretically, the Pentahelix model assumes that a system's resilience to fraudulent practices depends heavily on the quality of interactions between its actors. Pentahelix Collaboration is a collaborative model involving government, the private sector, academia, communities, and the media. (Kismartini et al., 2022)

The government acts as a regulator, the business sector as a transparent economic implementer, civil society and the media as instruments of social control, and academics as providers of scientific databases and analysis. Through the synergy of these five pillars, this research seeks to formulate a comprehensive anti-corruption ecosystem in which eradicating corruption is no longer viewed as the sole responsibility of law enforcement officials but rather as a collective, ongoing responsibility to achieve clean and accountable governance.

Systemic corruption is not simply a principal-agent problem, but rather a collective action problem. In a corrupt environment, actors will not stop corruption unless they are confident that other actors in different sectors will also stop. This underlies the need for a shared commitment from the five pillars of the Pentahelix to build social trust in an effort to eradicate corruption. (Pahlevi, 2022) All parties, from the government, related institutions, and all levels of society, have their respective responsibilities and roles in eradicating corruption. Dynamic collaboration between public, private and civil society actors can trigger a shared learning process that can solve complex public problems (wicked problems) such as corruption.

The substance of this approach emphasizes that corruption is not simply a legal violation, but rather a systemic failure that requires intervention from various dimensions of power and societal influence. Corruption requires real, sustained resistance by creating a new anti-corruption culture through education, advocacy, and anti-corruption monitoring based on civil society movements for the wider Indonesian public. By involving civil society as an independent monitor and the media as a channel for transparency, the scope for collusive practices can be significantly narrowed through public pressure and strict social oversight. The concept of civil society in a democratic state is a group or organization that exists outside the state and market structures, yet plays an active role in social and political life (Wonlele et al., 2026). On the other hand, the



involvement of the business sector within an ethical framework guided by academic research ensures that market mechanisms are no longer incubators for gratification and bribery, but rather become pillars of economic integrity that support national stability.

The government, business sector, civil society, academia, and the media often operate in isolation when addressing integrity issues. As a result, academics' scientific recommendations are ignored by the government, media investigations are dismissed as frivolous, and the business sector continues to engage in bribery behind closed doors. This study conducts an in-depth content analysis of the structural barriers that cause this fragmentation, then formulates specific interactive interactions regarding collaboration among the five pillars to close systemic gaps and enable more effective anti-corruption efforts.

The integration of these five sectors serves as an early warning system capable of detecting policy anomalies and budget irregularities before the impact of state losses becomes widespread. Through transparent information exchange and mutual support, the Pentahelix model offers a solution to the limited resources and reach of government oversight, which have historically been weaknesses. This scientific approach ultimately aims to create a paradigm shift from a culture of permissiveness toward corruption to a culture of collective integrity rooted in the awareness of every element of the nation.

The benefits of this research are expected to make a significant contribution to the development of science, particularly in the fields of public governance and anti-corruption studies. The results of this study are expected to expand the literature on the implementation of the Pentahelix model by making improvements and frameworks that were initially used in the economic innovation ecosystem into an interactive integration model in the national integrity system at the regional level, especially in efforts to eradicate corruption. In addition, the benefits of this research are expected to provide conceptual contributions on how to bridge the separation of intersectoral roles through dynamic information exchange, so that it can serve as an academic reference for future researchers who focus on the transformation of anti-corruption governance from a legal-repressive approach to a collective responsibility movement.



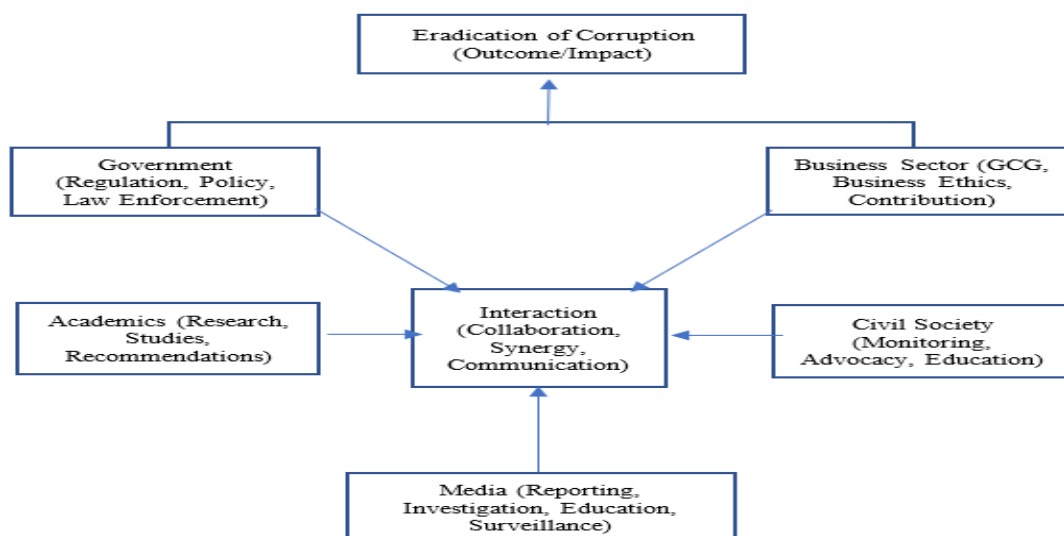


Figure 1. Framework of Thought

Source: Created by Author, 2026

METHOD

This type of research is qualitative. Qualitative research is based on the philosophy of constructivism, which assumes that reality is multidimensional, interactive, and a social exchange of experiences interpreted by individuals. Qualitative research aims to understand social phenomena from the perspective of participants. Participants are people who are interviewed, observed, and asked to provide data, opinions, thoughts, and perceptions (Sukmadinata, 2006).

The data sources in this study are primary and secondary data. Primary data is data obtained through interviews with informants representing the government, business sector, civil society, academics, and the media about their roles in corruption eradication efforts, as well as observations made by the researcher. Secondary data, on the other hand, is data obtained not directly from respondents but rather processed data such as tables, research reports, documentation, and other data related to the research.

This research uses a qualitative approach, namely trying to obtain as complete information as possible regarding the role of each element of the Pentahelix (government, business sector, civil society, academics, and media) in efforts to eradicate corruption which is explored through in-depth interviews with informants consisting of elements (government, business sector, civil society, academics, and media). The process of observation and in-depth interviews is very important in data collection.

This study was conducted through a systematic and structured workflow to dissect the depth of interactions between actors in building an anti-corruption ecosystem in Kebumen Regency. This research flow is divided into three main stages, namely the pre-field stage (conceptualization), the data collection and triangulation stage, and the inductive data analysis stage. In this research, the writing is focused on issues related to the role of each element of the Pentahelix (government, business sector, civil society, academics, and media) in efforts to eradicate corruption. The locus of this research is in Kebumen Regency.

The research subject is the researcher himself, while the informants used to collect data through interviews consist of elements of the government, business sector, civil society, academics, and media in efforts to eradicate corruption. Data obtained by



conducting interviews with informants representing the government, business sector, civil society, academics, and media about their roles in efforts to eradicate corruption as well as observations made by the researcher. Analysis Techniques Data analysis that is the reference in this study refers to several stages explained by Miles and Huberman (Sugiyono: 2010) which consists of several stages, namely: a. Data reduction, namely the process of selecting, focusing on simplification, transformation of raw data that appears from notes in the field during research to select which information is considered appropriate to the problem that is the center of research in the field. b. Data presentation (data display) by collecting information in the form of narrative text, network graphs, tables and charts that aim to sharpen the research understanding of the selected information and then presenting an explanatory description.

The final stage is drawing conclusions or verification. The research process begins with a critical literature review to identify the phenomenon of sectoral fragmentation in efforts to uphold public integrity. Based on the Collaborative Governance theory and the Pentahelix model framework, the researcher formulated a research instrument in the form of a semi-structured in-depth interview guide. This guide was specifically designed and adapted to the characteristics of each of the five pillars to be able to explore the roles, obstacles, and potential for information integration in each sector. At this stage, data collection in the field was carried out using a triangulation strategy to maintain the validity and objectivity of qualitative data. This research conducted a documentation study of various regulations in Kebumen Regency, institutional performance reports, and related archives, which were synchronized with in-depth interviews with key informants representing the five Pentahelix pillars in Kebumen Regency, namely: the Government represented by the Pejagoan District Government (as a representative of the public service bureaucracy) and the Kebumen Regency Inspectorate (as the government's internal supervisory apparatus). Academics, represented by teachers and lecturers at schools and universities in Kebumen Regency. Civil Society, which functions as a means of social control, is represented by representatives of Non-Governmental Organizations (NGOs) active in Kebumen Regency. The Business Sector is represented by business actors or business associations in Kebumen Regency. And the Media is represented by broadcast media practitioners from Radio Siaran Bimasakti FM Kebumen and Radi Swadesi FM Kebumen.

The selection of informants using purposive sampling technique is based on the fulfillment of the five pillars of Pentahelix in Kebumen Regency which include government elements represented by the Inspectorate and Pejagoan District, business actors (business), teachers and lecturers (academics), NGOs (civil society), as well as Radio Bimasakti FM and Radio Swadesi FM (media) to ensure the depth and validity of data triangulation in building an anti-corruption ecosystem.

In this study, the approach used is a qualitative approach. (Haliim and Fatkhurrohman, 2025) The data collected are not in the form of numbers, but rather the data comes from interview scripts, field notes, personal documents, memo notes, and other official documents regarding the role of each element of the Pentahelix (government, business sector, civil society, academics, and media) in efforts to eradicate corruption. So the purpose of this qualitative research is to describe the empirical reality behind the phenomenon in depth, detail and thoroughly. Therefore, the use of a qualitative approach in this study is to match empirical reality with applicable theory using descriptive methods.



The data analysis methods in this study include data reduction, data presentation, and drawing conclusions. In the data reduction stage, the researcher analyzed the data by selecting the main points, focusing on important points, and searching for themes and patterns. Data were obtained from interviews, observations, and field notes conducted by the researcher with informants from government, the business sector, civil society, academia, and the media.

Next, the data was sorted to determine its relevance and relevance to this research. Afterward, the selected data was simplified, classified according to type, meaning classifying the data based on themes, and integrating additional data. The researcher then created an abstract or summary of the core data, transforming the raw data into a concise description.

In the Data Presentation stage, researchers develop a structured description of the information to draw conclusions and take action. In qualitative research, data presentation takes the form of brief descriptions, charts, relationships between categories, and the like. Data presentation makes it easier to understand what is happening and plan further work based on that understanding. Data display, or data presentation, used in qualitative research is typically in narrative text.

At this stage, the researcher outlines and describes the roles of the government, business sector, civil society, academics, and the media in efforts to eradicate corruption using the researcher's own language for easier understanding. Meanwhile, in the conclusion-drawing stage, the data obtained is categorized, themes and patterns are sought, and conclusions are then drawn. Initially, the conclusions put forward are still temporary and can change if strong evidence is found that can support the next data collection stage. However, if the conclusions put forward in the initial stage are supported by valid and consistent evidence when the researcher collects data again, then the conclusions put forward are credible conclusions. By drawing conclusions, the results of the research are known through all the problems faced related to the role of the government, business sector, civil society, academics, and the media in efforts to eradicate corruption.

RESULTS AND DISCUSSION

Corruption must be viewed as an extraordinary crime which therefore requires extraordinary efforts to eradicate it. Corruption eradication efforts, which consist of two major parts, namely (1) enforcement, and (2) prevention, will never be optimally successful if only carried out by the government without involving the participation of the community. Corruption in Indonesia has become a complex social phenomenon, affecting various aspects of people's lives and disrupting the moral and ethical order (Baralaska, Siagian and Siahaan, 2025). Corruption is a complex and complex problem that has become one of the biggest challenges for the Indonesian nation. Corruption not only harms the state and society, but can also damage public trust and hamper economic growth. To overcome the problem of corruption, the participation of various parties is needed, including the government, the business sector, civil society, academics, and the media.

The government must play a significant role in eradicating corruption by increasing transparency and accountability in state financial management, while also contributing to the formulation of regulations, policies, and law enforcement efforts. The business sector plays a crucial role in eradicating corruption by implementing clean and transparent business practices. Civil society, including non-governmental organizations



(NGOs), can play a role in eradicating corruption by raising public awareness and promoting anti-corruption values. Academics play a key role in eradicating corruption by conducting research and analysis on corruption and its impact on society, as well as studies and recommendations for eradicating corruption. The media plays a key role in eradicating corruption by presenting accurate and objective information about corruption and its eradication efforts.

Effective cooperation and coordination between various parties are essential to eradicating corruption. The government, business sector, civil society, academics, and the media must work together to raise public awareness of the dangers of corruption and promote anti-corruption values within the community. Through effective cooperation and coordination, corruption issues can be addressed and a cleaner, more transparent, and more accountable society can be created.

In this research, the writing focuses on issues related to the role of each element of the Pentahelix (government, business sector, civil society, academics, and media) in efforts to eradicate corruption. The government plays a crucial role in efforts to eradicate corruption. The roles carried out by the government include establishing anti-corruption bodies such as the Corruption Eradication Commission (KPK), issuing anti-corruption laws, building transparent governance, and using e-government to simplify procedures and contact between the public and public officials.

The government, from the central government down to the sub-district level, plays a central role as the primary facilitator and coordinator in implementing the Pentahelix model for eradicating corruption. At the central government level, its role begins with formulating comprehensive anti-corruption policies, providing a robust legal framework, and allocating adequate budgets and resources. It also acts as a standard-setter and guideline for all Pentahelix elements to follow, as well as acting as the primary law enforcer in major cases.

At the regional government level (provincial and district/city), their role is to adapt national policies to the local context, create regional regulations that support transparency and accountability, and build strategic partnerships with academics, the business sector, civil society, and the media in their respective regions. They facilitate discussion forums and provide necessary data and information. At the sub-district government level, the focus is more on grassroots implementation and mobilizing local participation, linking regional policies with villages/sub-districts, promoting transparency in village fund management, educating the public about the importance of integrity, and facilitating reporting of suspected corruption from the public and coordinating with relevant parties at the district/city level. Thus, the government at every level acts as a driving force, regulator, and glue, ensuring that each element of the Pentahelix can synergize effectively to realize clean governance.

Using e-government to simplify procedures and contact between the public and public officials. The government, from the central to the sub-district level, plays a central role as the primary facilitator and coordinator in implementing the Pentahelix model for eradicating corruption. At the central government level, its role begins with formulating comprehensive anti-corruption policies, providing a strong legal framework, and allocating adequate budgets and resources. It also acts as a standard-setter and guideline for all Pentahelix elements to follow, as well as being the primary law enforcer in major cases.

The Kebumen Regency government has implemented at least seven corruption prevention and eradication efforts. The Kebumen Regency Government (Pemkab) has



implemented seven corruption prevention and eradication efforts by government officials. These efforts demonstrate the regency's commitment to improving good governance through responsive bureaucratic services and the integrated implementation of e-government and open government. These seven efforts are as follows.

- a. Budget Festival held at Kebumen Square. Through this event, the Kebumen Regency Government presents data on the use of the Regional Budget (APBD) for public viewing.
- b. Opening reports or complaints from the public through the Regent's Quick Report through various channels. The government is very open to receiving reports and criticism from the public.
- c. Providing a Whistleblowing System (WBS), a reporting system for violations or irregularities committed by government officials related to corruption, collusion, nepotism, abuse of authority or position, and obstacles in public service.
- d. Filling structural positions is carried out through job auctions. Positions will be filled by the highest-scoring bidder. This effort is made to prevent job buying and selling.
- e. Project auctions are conducted openly, meetings are not held in office spaces, and all office areas are installed with CCTV.
- f. Providing free access to public services and eliminating extortion, which frequently occurs at the Tumenggungan Morning Market.
- g. Involvement of law enforcement officers such as the District Attorney's Office and the Kebumen and Kebumen Police to eradicate corruption.

Source: <https://jatengprov.go.id/beritadaerah/ini-tujuh-langkah-kebumen-untuk-berantas-korupsi/>

In addition to the district government's involvement, the author also interviewed the Kebumen Regency Inspectorate. The Kebumen Regency Inspectorate, as the Government Internal Supervisory Apparatus (APIP) at the regional level, plays a crucial role in combating and eradicating corruption. This role encompasses various aspects, from prevention to handling suspected corruption. The following are the main roles of the Kebumen Regency Inspectorate in corruption eradication efforts:

- a. Internal Supervision (Audit, Review, Evaluation, Monitoring)
Conducts regular audits of regional financial management and the performance of Regional Apparatus Organizations (OPD) and village governments. This audit aims to ensure compliance with laws and regulations, efficiency, effectiveness, and accountability of budget use. Potential budget misuse or state/regional losses can be detected through this audit. The Inspectorate also plays a role in the Work Plan and Budget (RKA) Review. Involved from the beginning of the planning and budgeting process by reviewing the RKA OPD. This aims to prevent budget inflation or inappropriate allocation of funds that have the potential to become a loophole for corruption. In addition, it also conducts Evaluation and Monitoring of the implementation of regional government programs and activities to ensure they run according to plan and there are no deviations.
- b. Criminal Action Prevention Corruption
The Inspectorate plays a role in providing an early warning system regarding potential abuse of authority or financial losses to the state/region. The Inspectorate also helps improve the effectiveness of risk management in carrying out the duties and functions of government agencies. In addition, the Inspectorate also provides assistance and consultation to Regional Apparatus Organizations



(OPD) and village governments regarding good governance and clean government to prevent corruption. The Kebumen Regency Inspectorate is actively involved in outreach and capacity building activities regarding the dangers and impacts of corruption, including corrupt behavior, collusion, and nepotism. This includes efforts to expand the anti-corruption village program and ensure that the implementation of the bureaucratic reform program is in accordance with the principles of good governance, transparency, and accountability to minimize opportunities for corruption.

c. Handling of Public Complaints and Investigative Audits

Receives reports or complaints from the public regarding alleged corruption directly. The Inspectorate has complaint systems such as the WBS (Whistle Blowing System) and SIDUMAS (Public Complaints System) to facilitate reporting. The District Inspectorate also conducts investigative audits on alleged irregularities or acts of corruption reported by the public or detected through internal monitoring. These audits aim to gather strong evidence to support legal action if necessary. If the investigative audit results find strong indications of corruption, the Inspectorate will coordinate and submit the findings to the APH (Prosecutor's Office, Police, and Corruption Eradication Commission) for further legal proceedings.

In realizing the nation's goal of being free from corruption, the Kebumen Regency Inspectorate is also contributing to the realization of this goal, as stated in the vision and mission of the incumbent Regent. The Kebumen Regency Government has formed a Village Anti-Corruption Cadre to improve human resources in villages. A total of 136 cadres have been trained and are spread across 26 sub-districts. This initiative is a follow-up to the Central Java Province's obligation to designate one village as a pilot anti-corruption project. Logede Village in Pejagoan District was designated as the pilot project, and now 26 other villages are also involved.

The Village Anti-Corruption Cadres consist of village officials, members of the Village Consultative Body (BPD), and community leaders. Their duties include preventing corruption, increasing transparency and accountability in village government, and disseminating anti-corruption values. The training provides motivation for cadres to actively monitor village financial management to prevent corruption.

And with the existence of this project, the greater the possibility of the ideal of realizing a corruption-free country will grow faster. In the inspectorate itself, one of the programs created by the inspectorate has also been carried out, namely the honesty canteen. The honesty canteen is a canteen that does not have sellers and is not guarded. Food or drinks are displayed in the canteen, and a money box is provided to collect payments. The benefits that can be obtained from the creation of the honesty canteen, namely to train honesty and responsibility in students, train independence in students, as a means for teachers to apply the values of honesty that have been taught in the classroom, an effective medium to find out the development of honest character in students and other school residents.

There is also a corruption reporting program aimed at gratification. Namely the Gratification Control Unit (UPG), which is facilitated by the Kebumen Regency Inspectorate, but this program is a KPK program implemented/assisted by the Regency Inspectorate. The Inspectorate is an extension of the Corruption Eradication Commission.



To report directly, you can come directly to the Inspectorate office or visit the KPK's GOL website or via email tolapor.gratifikasi@kpk.go.id through the KPK postal address.

The Kebumen Regency Government, through the Inspectorate, has established Village Anti-Corruption Cadres to improve human resources in villages. The Kebumen Inspectorate has established at least 136 Village Anti-Corruption Cadres, spread across 26 sub-districts. From an educational perspective, an effective strategy for instilling anti-corruption values among students can be through integration into the curriculum. Education serves not only to transfer knowledge but also to foster collective moral awareness rooted in the values of honesty, responsibility, and justice (Mata, Pendidikan and Korupsi, 2024). According to informants, anti-corruption education should be a mandatory part of civics, religion, or character education subjects. Furthermore, experiential learning, such as anti-corruption trial simulations, debates, or anti-corruption essay competitions, should be emphasized to help students better understand the impact of corruption.

This alone is not enough; teachers' exemplary behavior is also crucial. Teachers, lecturers, and other academics must be role models by embodying the values of honesty, transparency, and integrity. Concrete steps are also needed through collaboration with anti-corruption agencies, for example, by involving organizations like the Corruption Eradication Commission (KPK) in providing training or seminars to students.

Corruption is one of the biggest challenges facing countries worldwide, including Indonesia. Corrupt practices not only harm state finances but also create social injustice, undermine public trust in government, and hinder development. Therefore, various efforts have been undertaken by the government, the public, and non-governmental organizations (NGOs) to eradicate corruption, including through education and advocacy.

An NGO is an organization/institution whose members are citizens of the Republic of Indonesia who voluntarily or voluntarily engage in specific activities determined by the organization/institution as a form of community participation in efforts to improve the standard of living and welfare of the community, emphasizing self-help. NGOs themselves, in forming civil society networks, play a vital role in resolving community issues, particularly corruption (Kencana, 2022). NGO efforts play a crucial role in eradicating corruption. As organizations outside the government structure, they have the freedom to monitor, report, and educate the public about the dangers of corruption. Furthermore, NGOs are often strategic partners with the government in designing anti-corruption policies and involving the public in overseeing the implementation of these policies. Community participation in combating corruption is manifested in the form of, among other things, seeking, obtaining, and providing data or information on criminal acts of corruption and the right to convey suggestions and opinions responsibly regarding the prevention and eradication of criminal acts of corruption. (Triwidodo et al., 2024)

In today's era, the use of technology has also become a crucial part of supporting corruption eradication efforts. For example, the use of digital media to disseminate anti-corruption educational materials, such as videos, interactive games, or learning apps. In the context of corruption oversight, social media can serve as a tool to detect and expose corrupt practices and encourage the public to be more active in monitoring government actions (Cahyadi and Lampung, 2025).

The media plays a crucial role in disseminating information, shaping public opinion, and educating the public. Local radio, including Media Bima Sakti FM, plays a crucial role. Radio serves not only as an entertainment channel but also as a communication medium that reaches various segments of society. In today's digital age,



radio faces significant challenges due to technological and social media developments. However, Media Bima Sakti FM remains relevant by adapting its content and approach to local audiences. The widespread impact of corruption has also made the anti-corruption agenda a multi-stakeholder agenda. (Epakartika, Nugraha and Budiono, 2019) Therefore, a deeper understanding of how Media Bima Sakti FM carries out its role, the strategies implemented to maintain its existence, and its contribution to society is necessary.

The effectiveness of corruption eradication depends heavily on a paradigm shift from sectoral work to interactive integration based on the Pentahelix framework. In this collaborative model, the government acts as the primary regulator, tasked not only with repressive legal enforcement but also with transparency and adopting policy recommendations based on empirical data. This government role is strengthened by the business sector, which internalizes strict business ethics and anti-bribery compliance systems to close the gap between transactional corruption between private actors and public officials. This synergy ensures that the business climate moves toward a healthier, fairer, and more accountable environment, while minimizing high-cost economic practices in the economic sector.

Conversely, civil society and the mass media operate as pillars of independent oversight and social control at the grassroots level. Civil society acts as a guardian of morality, demanding public accountability, conducting independent investigations, and providing protection for whistleblowers. This role is massively amplified by the mass media, which acts as a disseminator of information and public educator, tasked with exposing hidden corruption scandals and shaping strong public opinion to reject the normalization of corrupt practices. This contextual oversight is then scientifically supported by academics from educational institutions, who contribute by providing in-depth analysis of the root causes of corruption, developing evidence-based policy recommendations, and instilling integrity values from an early age through anti-corruption education.

Corruption must be viewed as an extraordinary crime, requiring extraordinary efforts to eradicate it. Anti-corruption efforts, which consist of two main components: (1) law enforcement and (2) prevention, will never be optimally successful if carried out by the government alone without involving public participation. Therefore, it is not excessive to expect students, as an important part of society and the future heirs of the nation, to be actively involved in corruption eradication efforts in Indonesia. (Buku Pendidikan Anti Korupsi Untuk Perguruan Tinggi: Kementrian Pendidikan dan Kebudayaan RI: 2011)

Corruption is a complex and complicated problem that has become one of the greatest challenges facing the Indonesian nation. Corruption not only harms the state and society but can also undermine public trust and hamper economic growth.

Addressing the problem of corruption requires the involvement of various parties, including the government, the business sector, civil society, academia, and the media. The government must play a crucial role in eradicating corruption by increasing transparency and accountability in the management of state finances, while also contributing to the development of regulations, policies, and law enforcement efforts. The business sector plays a vital role in eradicating corruption by implementing clean and transparent business practices. Civil society, including non-governmental organizations and the public, can also play a role in eradicating corruption by raising public awareness and promoting anti-corruption values. Academics play a key role in eradicating corruption by conducting research and analysis on corruption and its impact on society, as well as studies and recommendations for eradicating corruption. The media plays a role in



eradicating corruption by presenting accurate and objective information about corruption and efforts to eradicate it.

Effective cooperation and coordination between these various parties are crucial in eradicating corruption. The government, business sector, civil society, academics, and the media must work together to raise public awareness of the dangers of corruption and promote anti-corruption values within society. Through effective cooperation and coordination, corruption can be overcome and a cleaner, more transparent, and more accountable society can be created.

CONCLUSION

The Pentahelix model for eradicating corruption emphasizes the importance of interaction, collaboration, and synergy across five key sectors. It found that the government's role as regulator, policymaker, and law enforcer is fundamental. Without a clear regulatory framework and firm law enforcement, efforts from other sectors will be less effective. Governments, both central and regional, have a responsibility to create an environment conducive to this collaboration.

The business sector plays a key role through the implementation of strict business ethics and active contributions to creating a clean business climate. Their involvement not only minimizes opportunities for internal corruption but also promotes transparency in interactions with the public. The business sector plays a key role as a driver of integrity in the economic system through the implementation of strict business ethics standards and a robust internal compliance system. By adopting good corporate governance principles, companies not only minimize the risk of bribery and gratuity practices but also create a bulwark against systemic corruption, which often involves interactions between private actors and public officials. This commitment is realized through transparent financial reports, regular internal audits, and a firm anti-bribery policy for all employees and stakeholders, ultimately enhancing the company's credibility in the eyes of investors and the wider public. Furthermore, the business sector's active contribution to creating a clean business climate has a direct impact on strengthening national competitiveness in a sustainable manner. When the private sector collaborates collectively to reject high-cost economic practices, it fosters healthy and fair market competition, where business success is determined by innovation and efficiency, rather than political affiliation or fraudulent practices. Business involvement in this anti-corruption movement transforms from a mere legal obligation into a corporate social responsibility that can address systemic failures and ensure that the entire business ecosystem operates in a transparent and accountable manner for long-term economic prosperity.

Meanwhile, civil society serves as a pillar of independent oversight, policy advocacy, and public education, ensuring the public's voice is heard and external pressure is exerted against corrupt practices. Civil society plays a crucial role as an independent oversight pillar, acting as a counterweight to public authorities and the private sector within the government system. Within the framework of eradicating corruption, their independent position allows for objective social oversight without being bound by formal bureaucracy or practical political interests. Through this social control function, civil society is able to conduct independent investigations into alleged budget irregularities, monitor the transparency of judicial processes in corruption cases, and demand accountability through the right to open public information, which is often difficult for ordinary citizens to access individually.



Beyond its technical oversight function, civil society also serves as a moral guardian rooted in education and advocacy for an anti-corruption culture at the grassroots level. They serve as a bridge connecting the aspirations of the people with policymakers, while also providing protection and legal assistance to whistleblowers who dare to expose fraudulent practices. By instilling values of integrity through collective awareness campaigns, civil society ensures that corruption eradication efforts do not stop at repressive law enforcement but transform into a sustainable social movement that strengthens democracy and clean governance.

The contribution of academics from both higher education and schools is vital in providing a scientific basis through in-depth studies and evidence-based policy recommendations, as well as learning mechanisms and public education through education that helps identify root causes and formulate effective eradication strategies. Equally important, the media plays a crucial role as a disseminator of information and public educator, exposing corruption cases and shaping public opinion in support of anti-corruption efforts.

Academics from universities and educational institutions play a fundamental role in providing the scientific foundation and empirical data that serve as a compass for anti-corruption strategies. Through in-depth research and literature reviews, academics are able to identify the multidimensional root causes of corruption, from systemic, cultural, and even organizational psychology perspectives. The evidence-based policy recommendations produced by these researchers ensure that government measures are not merely reactive, but strategic and sustainable. Furthermore, educational institutions function as value incubators, with anti-corruption curricula designed to shape the character of a young generation with integrity and critical thinking regarding fraudulent practices in their environment.

Conversely, the mass media acts as a reinforcing instrument, bridging academic thinking with the social realities of the wider community. As the fifth pillar in the Pentahelix model, the media holds the mandate to disseminate transparent information and effectively educate the public in uncovering corruption scandals that often remain hidden from the reach of formal law. Through their investigative function, the media not only presents facts but also exerts strong social pressure on perpetrators of corrupt practices. Consistent and incisive reporting on the negative impacts of corruption on public welfare is crucial for building solid public opinion, thus fostering collective support for every law enforcement effort and strengthening national integrity.

The synergy between the depth of academic analysis and the breadth of media coverage creates a dynamic control mechanism within the anti-corruption ecosystem. When scientific studies on bureaucratic loopholes are widely disseminated by the media, the public becomes more educated and empowered to conduct independent oversight of public policy. This collaboration ensures that corruption remains a key agenda item in national discussions, thus preventing the normalization of corrupt practices. Therefore, the integration of intellectual intelligence from the world of education and the narrative power of the media is an absolute prerequisite for transforming the paradigm of corruption eradication from merely a law enforcement task to a moral movement supported by all levels of society.

Overall, this study concludes that a significant impact on corruption eradication will only be achieved if the five Pentahelix sectors do not operate in isolation, but rather engage in strong and sustainable interaction, collaboration, and synergy. Integration of roles, information exchange, and mutual support among government, the business sector,



civil society, academia, and the media are key to creating a robust, comprehensive anti-corruption ecosystem capable of effectively addressing the complexity of corruption issues.

The limitations of this study lie in its specific focus on local dynamics in Kebumen Regency, making the resulting Pentahelix collaboration model unable to be fully generalized (transferable) to other regions with different social, political, and bureaucratic digital capacity characteristics. Furthermore, this qualitative study relies heavily on the openness and subjectivity of key informants in conveying the barriers to fragmentation in their respective institutions, thus creating the potential for self-serving bias that researchers must anticipate through rigorous data triangulation.

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