



The Role of Social Entrepreneurs in Increasing Sustainability Values through Good Governance Practices: Case Study of Pesona Plastic in Bali

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ABSTRACT: This research explores the role of social entrepreneurs in creating social impact through implementing good governance. Social entrepreneurs often combine business goals with social missions, using sustainable business models to address social issues such as poverty, the environment, and education. Good governance is the key to success because it ensures transparency, accountability, and inclusive participation in decision-making. This qualitative research highlights how good governance practices can strengthen the legitimacy and sustainability of social enterprises and increase positive impacts in society, especially in Bali. This research explores the role of social entrepreneurs in creating sustainable social impacts through the Theory of Change approach and the Penta Helix model. Theory of Change is used to formulate effective social transformation strategies by identifying the ultimate goal and the critical steps needed to achieve it. Meanwhile, the Penta Helix model facilitates collaboration between five key elements—government, academics, business, community, and media—to strengthen the social innovation ecosystem. This research highlights how social entrepreneurs can utilize these two approaches to strengthen good governance, increase accountability, and expand positive impacts on society through inclusive and sustainable partnerships.

Keywords: Theory of Change, Social Enterprise Governance, Sustainable Development Goals.



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INTRODUCTION

Plastic waste significantly reduces environmental quality, depletes soil fertility, and endangers the health of living organisms (Arico et al., 2023). Plastic pollution has persisted for decades, particularly in marine ecosystems, due to plastic's durable, non-biodegradable, lightweight, and floatable properties. These characteristics facilitate plastic's movement between land and sea, making plastic waste more challenging to manage than other types of waste (Kumar et al., 2021; Napper & Thompson, 2020).

Population growth, changing consumption patterns, and unsustainable lifestyles exacerbate this issue, leading to increased waste production and more complex waste characteristics (Kahfi, 2017). In Bali alone, 52% of daily waste, amounting to 2,220 tons, remains unmanaged (Bali Partnership, 2019). Research conducted by (Sembiring, C. C. B., Ulinuha, D., & Saraswati, 2023) on Petitenget Beach identified plastic as the dominant waste in coastal areas, reflecting broader waste management challenges in Indonesia. Despite existing methods like open dumping, landfills, composting, incineration, and recycling, many are inefficient or environmentally harmful (Ismi, 2020; Sukarmawati et al., 2023). For instance, open dumping persists despite its prohibition under Law No. 18 of 2008, causing severe soil and groundwater pollution (Ferronato & Torretta, 2019).

Past efforts, such as collaborations by PT Unilever Indonesia with Sustainable Waste Indonesia and Plastic Recycler, reveal limitations in achieving optimal and equitable waste management (Baragiola & Mauri, 2023). This underscores the need for innovative, technology-driven approaches to enhance the digitalization of waste management systems. Innovative efforts in waste management are emerging, including startups that connect communities with technology-based waste management systems (Dewi Andriana et al., 2019; Suwirmayanti, 2022). One organization addressing environmental issues is Pesona Plastic. Pesona Plastik, founded in 2023 by I Dewa Agung Satriawan, exemplifies innovation in addressing Bali's waste crisis. By leveraging technology, the organization recycles hundreds of kilograms of plastic waste monthly into various products. This initiative addresses environmental issues and fosters community empowerment among marginalized groups.

Pesona Plastik highlights the importance of hybrid models that integrate economic and social objectives, emphasizing sustainability. This venture reflects the founder's awareness of Bali's ongoing waste problem. Therefore, studying social entrepreneurial governance to enhance the sustainability value of plastic waste utilization in Bali is particularly compelling. This research on social entrepreneurship in plastic waste management offers vital insights into structuring social entrepreneurial governance to maximize sustainability (Ain et al., 2021; Yudha & Sudhartio, 2019). The study emphasizes the importance of cross-sector collaboration (government, private sector, academia, civil society, and media) in creating sustainable environmental solutions, adding depth to the understanding of impactful, systemic change (Chotimah et al., 2022; Firdausi, 2020).

Focusing on Bali as a case study is especially relevant due to the island's dependence on tourism and the severe threat plastic pollution poses to its natural and economic ecosystems (Rini & Putra, 2024). By examining innovative practices and governance structures in waste management, this research can guide policymakers, environmental organizations, and social entrepreneurs to address waste issues effectively and sustainably (Syachbana, 2017). Additionally, it highlights the role of the green and blue economy in realizing the Sustainable Development Goals (SDGs) through community welfare in sectors such as animal husbandry, institutional development, fisheries, tourism, and entrepreneurship (Almaududi, 2024; Syachbana, 2017). This approach aims to reduce poverty, carbon dioxide emissions, and ecosystem degradation (Latifah & Abdullah, 2024).

METHOD

The grand theory in this research uses the Theory of Change. Theory of Change develops from theory-based evaluation emphasizing a deep understanding of how a program is expected to operate, especially by making more explicit causal relationships between interventions and outcomes (Almaududi, 2024). This theory-based evaluation became popular in the 1990s and was used to develop a more systematic and transparent model for designing and measuring the impact of programs (Romão et al., 2023). The theory of change allows program designers to explain the assumptions underlying each step in the change process, from input to output and expected outcomes. This approach makes planning, implementation, and evaluation easier so interventions are designed to produce measurable results and long-term changes. There are five stages in the theory of change. The first stage is input/Resources. These are the resources needed to implement the program. These resources include funds, workforce (staff and volunteers), partnerships, technology, and expertise.

The second stage of the Process is a specific action or process carried out using input. These activities could include organizing workshops, community outreach, or advocacy campaigns. The next step, Output, is the direct and measurable result of the activity. These can be tangible achievements such as the number of people trained, policies influenced, or facilities built. Next is Outcome, which refers to changes or impacts due to the output. These changes can be short, medium, or long-term regarding knowledge, behavior, practices, or conditions; impact is an initiative's broader and long-term effect on individuals, communities, ties, or systems. It refers to a desired final change or improvement, such as reducing environmental pollution or improving public health. The research framework can be seen more clearly in Figure 1.

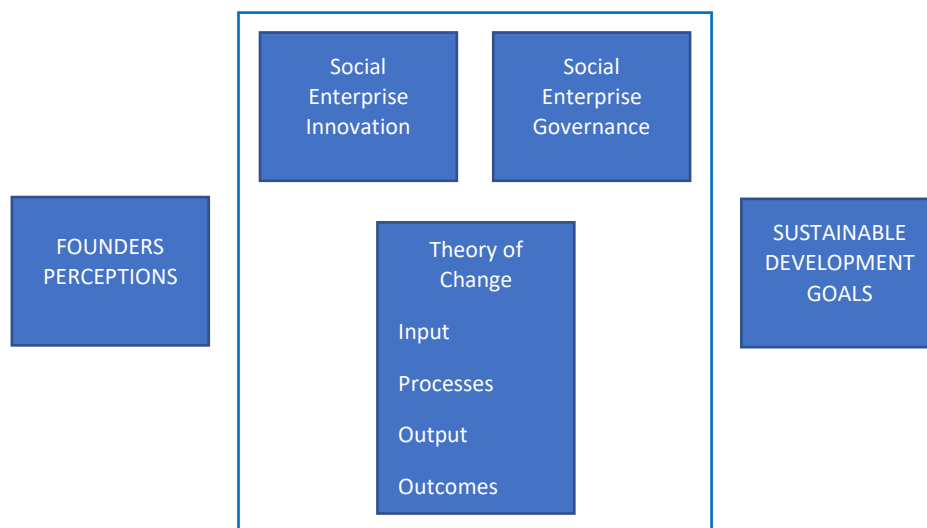


Figure 1. Conceptual Frameworks

The research design in this study was carried out using qualitative methods. Qualitative methods were used because they were considered appropriate for describing phenomena so that the results of this research can be understood in depth and make it easier for researchers to convey the results of the research because the research results will be explained in sentence form according to conditions that occur in the field to gain in-depth insight into the social entrepreneur governance model in increasing sustainable value. This research uses a case study design to investigate the

implementation of the social entrepreneur governance model in depth to increase sustainability values. Case study design allows researchers to explore complex and contextual phenomena in real contexts (Robert K. Yin, 2017)

In this study, two methods were employed: primary and secondary. The primary data collection utilized semi-structured Interviews, a technique the researcher chose due to its consistency in the concepts discussed in each interview. This approach facilitates the researcher in posing questions to selected informants, ensuring that the inquiries remain relevant and on-topic. Additionally, it was supported by observational techniques involving direct observation of Pesona Plastic in enhancing sustainability value. The observational technique employed in this research involved direct field visits to Pesona Plastic to gather data regarding the governance model of social entrepreneurship aimed at improving sustainability value and to understand the product development process from input to impact sustainability.

On the other hand, the secondary method involved collecting data from various sources of documents and images to support the research's relevance. The secondary data used in this study included documents from the company's website and social media platforms Instagram of Pesona Plastic. The observational technique employed in this study involved direct field visits to Pesona Plastic to gather data regarding the governance model of social entrepreneurship aimed at enhancing sustainability value. Additionally, it aimed to understand the product development process from input to impact on sustainability. Meanwhile, the secondary method involved collecting data from various sources of documents and images to support the research's relevance. The secondary data used in this study included documents from the company's website and social media platforms Instagram of Pesona Plastic.

According to (Welch et al., 2020), the selection of participants should be based on their credentials, skills, and knowledge of the sector. The informants in this research consisted of stakeholders involved in the recycling practices of Pesona Plastic. Participants were purposefully selected to ensure representation from diverse perspectives and experiences in implementing governance practices in social entrepreneurship to enhance sustainability value. The key informant for this study is Dewa Agung Satriawan, the founder of Pesona Plastic, alongside other informants, such as employees and partners, to obtain credible responses. This approach aids data collection and is aligned with the author's conceptual framework regarding the founder's (social entrepreneur) views on governance models for enhancing sustainability value.

In this study, the researcher began the data analysis process by summarizing, selecting essential points, focusing on what is important, looking for themes, and investigating them. Thus, when performing data reduction, the researcher will specifically take into account any findings from this study that are deemed novel or unusual and do not yet exhibit a pattern. Following data reduction, the researcher presents the data by assembling all the information gathered to make inferences and take appropriate action. This can be done in the form of a succinct summary.

The researcher's final stage in data analysis is to make inferences or confirm. Any conclusion reached at this stage of data collecting is still provisional and subject to revision should additional compelling evidence not be discovered. Nonetheless, the conclusion can be regarded as trustworthy, provided the supporting data is valid and compatible with the original finding. In qualitative research, a conclusion is a novel finding that has not been discovered before. These

findings can be in the form of an image or description of an object that was previously unclear and becomes clear after being researched. In this research, researchers used the technique of verifying the validity of source triangulation data. Through triangulation techniques with sources, researchers compare the results of observations through interviews within formants, compare them with the results of observations through interviews with resource staff, and compare the results of interviews with archived social media screenshots of informants.

RESULT AND DISCUSSION

Social entrepreneurs' way of increasing sustainability value

I Dewa Agung Satriawan, a social entrepreneur in plastic waste management, founded an organization that aims to enhance sustainability through a hybrid concept. This approach combines a profit-driven business orientation with a social mission to create positive impacts for both the community and the environment. One key initiative is recycling plastic waste, which reduces environmental pollution and produces marketable value-added products. Beyond environmental contributions, the organization addresses social challenges, particularly employment, by involving older women in the production process, especially in plastic waste sorting. This effort empowers a group often marginalized in the formal labor market, providing them opportunities to contribute economically while supporting environmental preservation. Through this approach, the organization generates social value by reducing plastic waste and improving the living standards of the women involved. These individuals earn an income that helps meet their daily needs while actively participating in sustainability efforts. Engaging local communities in its operations fosters social bonds and a shared sense of responsibility toward environmental issues.

The success of this model, which transforms plastic waste into valuable products while empowering communities, demonstrates the catalytic role of social entrepreneurship in driving change. By integrating economic and social goals, such initiatives achieve broader impacts on the environment and societal welfare. Pesona Plastik also leverages technological advancements to enhance operational efficiency and sustainability. Innovations, such as environmentally friendly recycling machines, allow faster, more energy-efficient processing of larger plastic waste volumes while reducing the carbon footprint. Additionally, digital technology is utilized for marketing and distributing products. By leveraging e-commerce platforms and social media, Pesona Plastik has expanded its market reach locally and nationally. These platforms effectively promote recycled products, attract environmentally conscious consumers, and strengthen connections with business partners and customers.

This technology integration enables Pesona Plastik to scale its operations while maintaining its commitment to sustainability. By combining innovation, social impact, and business strategy, Pesona Plastik showcases how social enterprises can drive meaningful, scalable change for both the environment and society.

Value propositions are created and delivered to achieve sustainability value.

The value proposition created by Pesona Plastik is realized through a hybrid approach, integrating social and environmental values with economic profit. Sustainability value is generated through plastic recycling efforts that reduce the negative environmental impact of plastic waste while producing value-added products. This value proposition lies in innovations that combine social, environmental, and economic benefits, offering holistic solutions to sustainability challenges.

Pesona Plastik employs advanced recycling technology to deliver this value proposition, enabling efficient production of high-quality recycled plastic goods that appeal to environmentally conscious consumers. The organization leverages digital platforms and e-commerce to broaden its market reach and transparently communicate its initiatives' environmental and social impacts, further enhancing its products' appeal (Muniroh & dan Asti Marlina, 2017).

Pesona Plastik's value proposition has also been strengthened through collaborations with companies in Bali's fashion and furniture sectors. The recycled products are used for everyday consumer goods and as sustainable raw materials for industries seeking eco-friendly solutions. These partnerships showcase how Pesona Plastik adds value to other industries by providing environmentally friendly and aesthetically pleasing materials, thus amplifying its sustainability impact. Partnerships with local waste banks in Banjar Batubulan support the supply of raw materials for Pesona Plastik's recycled products. These waste banks play a crucial role in collecting plastic waste from the community, which is then processed into new products. By collaborating with waste banks, Pesona Plastik ensures a sustainable raw material supply chain and empowers local communities to participate actively in waste management efforts.

Pesona Plastik effectively creates and delivers a value proposition relevant to the modern era by integrating technology, social innovation, and a sustainability-oriented business approach. The sustainability value generated benefits the environment and society, solidifying its position as a successful social enterprise that harmoniously bridges economic and social goals.

The main findings indicate that Pesona Plastik's success is rooted in a hybrid approach focusing on profit and promoting community welfare and environmental conservation. This aligns with the concept of social entrepreneurship proposed by (Tenrinippi, 2019)(Khamimah, 2021) and the principles outlined by (Drayton and Dees, 2008), where social innovation and community empowerment are key to transformative change. Pesona Plastik exemplifies this by integrating social, economic, and environmental missions within its business model, demonstrating a practical application of the hybrid model theory in social entrepreneurship. Using advanced technology in the plastic recycling process enhances operational efficiency and product quality, reinforcing the argument that technology is a primary driver of sustainable business. This finding is consistent with literature identifying technology as a driver of innovation and environmental impact, highlighting its role in creating competitive advantage and sustainable value.

This collaboration also creates synergies among various sectors, where the fashion, food, and beverage (FnB) and furniture industries, which are increasingly concerned about sustainability issues, can meet their raw material needs that support their eco-friendly missions. Pesona Plastik can create and deliver a relevant value proposition in this modern era by integrating technology,

social innovation, and a business approach oriented toward sustainability (Berliandika et al., 2021; Untuk et al., 2024). The sustainability value generated benefits the environment and creates significant social impact, reinforcing its position as a social enterprise that successfully harmoniously bridges economic and social goals. Moreover, Pesona Plastik's collaborations with companies in the fashion and furniture sectors broaden the reach of its recycled products and help business partners meet their sustainability goals. This cross-sector synergy, in alignment with the penta-helix model, underscores the importance of multi-sector collaboration in achieving broader social and environmental impact, supporting theories on the role of partnerships in scaling social outcomes (Hamson, 2022; Leste et al., 2024).

The active involvement of local waste banks in Batubulan exemplifies community empowerment by ensuring a sustainable supply of raw materials and engaging the community in waste management. Alongside the community's role, the government also participates in these efforts by implementing regional regulations on plastic waste usage and household waste sorting (Nyoman Widnyana Wartama & Putu Sawitri Nandari, 2020). This support from multiple stakeholders is a promising step toward minimizing the ever-increasing waste accumulation. This model highlights how local partnerships, community involvement, and governmental support, as proposed in social entrepreneurship literature, can foster sustainable change and resource efficiency (Hoskisson et al., 2002).

This research emphasizes that technology, cross-sector collaboration, community empowerment, and government support are essential in achieving holistic sustainability. It reinforces the idea that a multidimensional, stakeholder-driven approach is necessary for lasting impact. Theoretically, these findings support the penta-helix and hybrid model frameworks, providing a real-world example of how they function in practice to achieve social, economic, and environmental goals. (I Gede Marendra et al., 2023; Sjögren Forss et al., 2021)

CONCLUSION

The conclusions of this research indicate that Pesona Plastik, under the leadership of Pak Dewa, has successfully crafted a value proposition centered on sustainability through a hybrid approach that combines economic and social objectives. By leveraging technology in recycling processes and empowering local communities, especially older women, Pesona Plastik has developed an environmentally responsible and socially inclusive business model. This model reduces plastic waste while enhancing the living standards of marginalized groups, showcasing how social entrepreneurship can generate meaningful impacts across multiple aspects of life.

Pesona Plastik's collaborations with companies in Bali's fashion and furniture sectors expand its recycled products' reach and positive impact. This partnership exemplifies a robust synergy across sectors to create a more sustainable supply chain. Additionally, support from local waste banks in Batubulan strengthens Pesona Plastik's sustainability model by ensuring a consistent supply of raw materials and involving the community in waste management initiatives. Together, these efforts foster a mutually beneficial circular economy ecosystem, benefiting communities, industries, and the environment. In conclusion, Pesona Plastik has successfully established an effective social

enterprise model by integrating technological innovation, community empowerment, and cross-sector collaboration. Collectively, these efforts contribute to sustainable social, economic, and environmental impacts.

To expand on this work, further research could investigate additional ways to scale community-based recycling initiatives or assess the long-term effects of such a model on local economies. Policy implications could include developing guidelines to support other social enterprises in implementing hybrid approaches and encouraging collaborations to strengthen circular economy practices. These recommendations would offer valuable insights for practitioners and policymakers aiming to advance sustainable development through social entrepreneurship.

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