

Constructing the Concept of Sustainable MSME Management from the Philosophy of "Hamemayu Hayuning Bawana"

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Abstrak

Penelitian menggunakan filosofi "Hamemayu Hayuning Bawana" sebagai hasil keberlanjutan pengelolaan UMKM. Mengusung model Hexahelix untuk menciptakan sinergi antar enam unsur *stakeholder* dikolaborasikan dengan "Hamemayu Hayuning Bawana" yaitu pengelolaan UMKM berfokus pada peningkatan kesejahteraan masyarakat, peningkatan profit, dan kampanye pelestarian lingkungan serta rekomendasi model pengelolaan UMKM kepada Pemerintah Kota Madiun. Metode penelitian melibatkan data primer dan sekunder mengenai dinamika sosial, ekonomi, lingkungan, serta langkah pengembangan UMKM. Pengumpulan data melalui wawancara mendalam, observasi, dan FGD dengan *stakeholder*. Analisis data menggunakan Semantic Analysis, *Thematic Analysis*, dan *Social Network Analysis* untuk mengevaluasi dampak model Hexahelix pada keberlanjutan pengelolaan UMKM. Hasil penelitian menciptakan model inovatif dan strategi efektif keberlanjutan pengelolaan UMKM yang berkonsentrasi pada *Tripple-Bottom-Line (People, Planet, Profit)*. Penelitian berkontribusi pada SDG 8, 12, dan 17.

Kata Kunci: Model Hexahelix; Hamemayu Hayuning Bawana; keberlanjutan pengelolaan UMKM.

Abstract

The research uses the philosophy of "Hamemayu Hayuning Bawana" as the result of sustainable management of MSMEs. Carrying the Hexahelix model to create synergy between six stakeholder elements in collaboration with "Hamemayu Hayuning Bawana" namely MSME management focused on improving community welfare, increasing profits, and environmental conservation campaigns as well as recommendations for MSME management models to the Madiun City Government. The research method involves primary and secondary data regarding social,

economic, environmental dynamics, and MSME development steps. Data collection through in-depth interviews, observations, and FGDs with stakeholders. Data analysis uses Semantic Analysis, Thematic Analysis, and Social Network Analysis to evaluate the impact of the Hexahelix model on the sustainability of MSME management. The results of the study create an innovative model and effective strategy for sustainable management of MSMEs that concentrates on the Triple-Bottom-Line (People, Planet, Profit). The research contributes to SDGs 8, 12, and 17.

Keywords: *Hexahelix Model; Hamemayu Hayuning Bawana; sustainable management of MSMEs.*

A. INTRODUCTION

MSMEs are among the sectors impacted by the pandemic (revenue decline is not commensurate with budget costs). This condition threatens business sustainability. MSMEs in Madiun City are in the process of improving the economy so that constructing a concept of sustainability / sustainability of MSMEs in line with the philosophical values that live in society is crucial. Carrying the Hexahelix model to create synergy between six stakeholder elements collaborated with a savings strategy according to the concept of "Hamemayu Hayuning Bawana" namely MSME management focuses on improving community welfare, increasing profits, and environmental conservation campaigns as well as recommendations for MSME management models to the Madiun City Government. Sustainability Business (SB) as the main subdomain of solutions to social and environmental problems (Argade et al., 2021). This is based on exploration, discovery, creation, innovation and exploitation of business opportunities that contribute to sustainability (Shi et al., 2024).

The concept of SB is identical to measuring the success of a company through the Triple-Bottom-Line objectives, the dependence of the social, environmental, and economic dimensions (People-Planet-Profit) of the business (Habib et al., 2025). Companies are increasingly responsive to SB as an effort to increase value for stakeholders (Alshukri et al., 2024). The framework that integrates sustainability in the business model is called Sustainability Business Model Innovation (SBMI) (Shaik et al., 2024). SBMI is a change in the way a company operates to reduce negative impacts and create positive impacts for the environment and society (Le et al., 2024). SBMI

describes the arrangement of relationships and standard value exchanges, tailored to the needs of each actor in Collaborative Governance (CG).

Harmony and balance of social, economic, and environmental behavior in managing MSMEs in accordance with the spiritual spirit of “Hamemayu Hayuning Bawana”, namely beautifying the beauty of the world through harmony as a normative basis for responsible resource management (natural-social-spiritual) (Amerieska et al., 2025). According to this philosophy, profit is a positive consequence for the company because it creates harmony and harmony in the relationship between humans, nature, and the company. Efforts to maintain the trend of economic growth and increasing MSMEs urge the implementation of sustainable MSME management strategies. So that the model of sustainability of MSME management in multi-party integration based on hexahelix is crucial and there has been no systematic research mapping local Javanese philosophy as part of the adaptation and sustainability strategy of MSMEs.

B. METHOD

The research utilizes semantic and thematic analysis as well as Social Network Analysis (SNA) in problem solving. Semantic analysis to explore the meaning of "Hamemayu Hayuning Bawana" so that the sustainability of MSME management is in line with the cultural context of the community. Thematic analysis includes qualitative data processing procedures to identify the main themes of stakeholders, capture the perceptions and needs of the 6 helix elements, determine MSME management strategies that are in line with the cultural context of the community. Exploratory studies including semantic and thematic analysis are aimed at answering the first problem formulation, namely "How can the collaboration of Frugal Strategy with the Hexahelix model optimize the sustainability of MSME management in Madiun City?" and the second problem formulation "How can the collaboration of Frugal Strategy with the Hexahelix model support the improvement of community welfare through MSME management?".

The SNA procedure includes identifying key actors and analyzing the hexahelix interactions of MSMEs in Madiun City, increasing collaboration, strengthening interactions, and coordination between key actors for the sustainability of MSME management. SNA is a problem-solving approach to analyzing social interactions, and communication patterns between key actors in networks (Chenchu et al., 2025). SNA explores the network structure and relationships between entities in the tourism ecosystem, analyzes the performance between entities in the development of MSMEs (Zhang et al., 2025). Identify key actors and public perceptions to answer the third problem formulation, namely "How can this collaboration be utilized as an environmental conservation campaign in the context of sustainable MSMEs?" Then SNA and SWOT analysis based on cross-sector data to answer the fourth problem formulation "What factors influence the effectiveness of this collaboration in managing MSMEs?" and fifth "To what extent does this collaboration contribute to increasing profits and operational efficiency?".

Data collection through in-depth interviews, observations, and FGDs with stakeholders to obtain primary and secondary data regarding social, economic, and environmental dynamics, as well as MSME development steps. In the initial stage, the team conducted a pre-research visit to 6 groups of important actors in the hexahelix during the period of June 2 to June 18, 2025 in order to validate the research problems we raised in the research proposal and build positive working relationships with important hexahelix actors. Furthermore, for the purpose of collecting data, field observations and interviews were conducted with 60 MSMEs separately between June 22 and June 25, 2025, then from June 26 to July 1, 2025, field observations were conducted on the helix government, banking, MSME community leaders, academics, mass media partners, local residents and environmental activists. Observations were carried out to obtain an overview of information including incidents, plots, and informant characters in detail, documenting perspectives and patterns of social interaction. Next, in-depth interviews with research subjects were conducted, the direction of the questions being focused on the formulation of the problem and the results of previous observations to obtain in-depth and meaningful information.

Furthermore, on July 14, 2025, the team held a Focus Group Discussion with informants who were cultural experts and Javanese philosophy and Sustainability Practitioners, as well as with informants from MSME actors, and other hexahelic actors. Then, the results of observations and interviews were systematically compiled to produce ethnographic descriptions. From the results of the ethnographic description, data credibility was tested through the first member check, and the results were analyzed for domains. The second member check (from domain analysis) was then carried out and the results were analyzed for taxonomy. The results of the taxonomic analysis are organized findings where there is a general, directed relationship, namely general semantics. Then, systematically search for attributes or componential meanings related to cultural symbols, a componential analysis was carried out. The cultural theme then produces minor propositions that can holistically reconstruct the concept of cost savings by interpreting it from a cultural perspective. This reconstruction is by making cultural interpretations regarding how saving means in cultural behavior. The results of the minor propositions found are analyzed and interpreted with existing theories to produce major propositions. The proposed results were implemented through a third-party check. Data collection was also carried out by reviewing extensive archives in the form of references that discuss the Hamemayu Hayuning Bawana philosophy to match what was obtained from informants with the meaning in the archives of Javanese literary works. Currently, the output of the stages that have been achieved is a description of the meaning of the Hamemayu Hayuning Bawana philosophy as the basis for the concept of sustainability / sustainability of MSME management.

The second phase of the Focus Group Discussion was held on July 16, 2025, between the research team and six groups of hexahelix actors. The purpose of the FGD was to gather information about the interaction network, coordination patterns, and collaboration between helixes in realizing the sustainability of MSMEs. The FGD also featured two practitioners in discussing MSME savings strategies and cross-sector collaboration. On August 5, 2025, the team conducted data triangulation, data processing, and semantic and thematic analysis. On August 13,

2025, data processing and analysis of the hexahelix Social Networking were discussed, followed by data processing, synthesis, integration of findings, and recommendations from August 14 to August 21, 2025.

C. RESULTS AND DISCUSSIONS

The search for cultural domains and semantic relationships (to find word meanings, word similarities, and word hierarchies) was conducted using the informant's native language (Javanese). The study used the Spradley Ethnography method to answer the research problem by exploring the meaning of behavioral responses to events experienced by others through language and actions that are part of their culture by actively participating in the reality being studied. Different domains (translations) result from social and cultural contexts, each with its own distinct values and norms. Interviews and discussions with MSMEs revealed diverse interpretations of the Hamemayu Hayuning Bawana philosophy, which are broadly grouped into three key dimensions: economic, social, and environmental.

From an economic perspective, several MSMEs understand hamemayu hayuning bawana in an economic context as the principle of maintaining business sustainability through efficiency, diligence, and prudence in capital use. Several MSMEs stated that selling is not just about seeking profit, but also “nguri-uri usaha supaya bisa memberi manfaat jangka panjang bagi keluarga dan karyawan.”

Informan 1 (Herbal Cosmetics Entrepreneur):

“Bagi saya, hamemayu itu artinya menjaga usaha batik ini tetap hidup. Jadi harus bisa hemat, jangan boros. Kalau ada keuntungan, sebagian saya simpan, sebagian lagi untuk perbaikan usaha. Kalau modal habis hanya untuk gaya, usaha tidak bisa berkembang.”

Informan 2 (traditional food and beverage entrepreneur):

“Kami selalu berpikir bagaimana usaha ini bukan sekadar jualan sehari-hari, tapi bisa diwariskan anak cucu. Jadi uang harus diputar hati-hati, jangan asal pinjam atau berhutang kalau belum yakin sanggup bayar.”

From a social perspective, some MSMEs interpret hamemayu hayuning bawana as an effort to enhance social life, maintain harmony within the community, and provide benefits to others. Informants emphasized the role of MSMEs in maintaining social harmony, for example, by providing job opportunities for neighbors, using raw materials from local farmers, and participating in village social activities.

Informan C (Coffee Producer):

“Kalau usaha saya maju, saya bisa mengajak tetangga kerja, jadi mereka juga dapat penghasilan. Menurut saya, hamemayu itu bukan hanya untuk diri sendiri, tapi juga agar orang di sekitar ikut merasakan manfaat.”

Informan D (Pecel sauce producer):

“Saya sengaja ambil bahan baku dari petani desa sini, supaya mereka punya pasar. Jadi usaha saya jalan, petani juga ikut terbantu. Itulah cara saya menjaga harmoni.”

This interpretation aligns with the teachings in Serat Wulangreh, which emphasizes the importance of “tepa slira” (empathy) and living in harmony within society.

From an environmental perspective, hamemayu hayuning bawana is understood as preserving nature so that businesses do not disrupt the balance of life. Informants interpreted hayuning bawana as maintaining a clean production environment, reducing plastic waste, and using local resources wisely.

Informan E (Traditional herbal medicine entrepreneur):

“Kalau kita merusak alam, misalnya tebang tanaman seenaknya, lama-lama bahan baku jamu habis. Makanya saya tanam sendiri beberapa tanaman obat di pekarangan.”

Informan F (Snack food manufacturer):

“Saya sudah mulai kurangi plastik sekali pakai. Memang lebih mahal, tapi kalau lingkungan rusak, usaha makanan juga akan kena dampaknya.”

This interpretation aligns with the Serat Wedhatama, which teaches that humans must live in harmony with nature and preserve the "ayuning jagad" (beauty of the world). Academically, the results of this interview relate to the triple bottom line concept (economic, social, environmental) in sustainability literature.

The role of digital and organizational learning transformation is also crucial in achieving sustainable MSME management. MSMEs in Madiun that adopted light digitalization (social media, local marketplaces) and received organizational learning from academics or training were able to increase their business resilience during crises (such as pandemics or price fluctuations). Interviews showed that businesses that used digital platforms experienced fewer losses than those that did not, especially with support from the government, academics, and media partners.

Informan H (culinary entrepreneur):

“Waktu pandemi, saya sempat khawatir usaha berhenti. Tapi karena sudah terbiasa promosi lewat WhatsApp Group dan Instagram, pesanan tetap ada meskipun penjualan menurun. Tanpa itu mungkin saya rugi besar.”

Informan I (fashion entrepreneur):

“Dari pelatihan yang diadakan kampus, saya belajar cara foto produk, buat katalog digital, sampai cara hitung biaya produksi dengan lebih tepat. Itu membantu sekali, jadi usaha saya lebih siap menghadapi persaingan.”

Informan J (Handicraft Entrepreneur):

“Kalau hanya belajar sendiri, sulit berkembang. Tapi setelah ada pelatihan dari kampus dan bantuan promosi dari dinas, kerugian saat harga bahan naik bisa ditekan. Karena ada strategi baru yang diajarkan, misalnya efisiensi bahan dan pemasaran online.”

In general, MSMEs that have integrated light digitalization and obtained organizational learning from academics show a more significant reduction in losses compared to MSMEs that have not adopted it.

Environmental orientation as part of sustainability. MSMEs that implement environmentally friendly practices (waste reduction, more efficient energy use) combined with frugal strategies and support from environmental actors (in Hexahelix) tend to have better reputations and greater resilience. Several MSMEs in Madiun emphasized that environmentally friendly practices are a crucial strategy for maintaining business sustainability.

Informan K (snack food entrepreneur):

“Sekarang banyak orang lebih memilih produk yang tidak merusak alam. Kalau bungkusnya ramah lingkungan, justru mereka lebih senang beli. Sehingga itu menjadi nilai tambah bagi kami.”

This statement illustrates that changes in consumer preferences are increasingly encouraging MSMEs to implement environmentally oriented production practices.

D. CONCLUSIONS

Overall, the Hexahelix model has significantly contributed to reducing costs, enhancing reputation, and expanding market access for MSMEs. These results demonstrate that collaborative networks strengthen innovation performance and cost efficiency, and confirm that sustainability-oriented innovation directly contributes to MSME competitive advantage and profitability. Consequently, MSME profits increase not only in margin but also in sales volume thanks to the support of social reputation and environmental legitimacy.

This research contributes to strengthening the theory of frugal innovation and collaborative governance theory that the success of the Frugal Strategy requires cross-sectoral collaboration, networking, and shared learning, which facilitates knowledge exchange and builds partnerships by considering a participatory approach and the foundation of sustainability. The research results provide empirical evidence that cross-sector collaboration in the hexahelix model supports the sustainability of MSME management. At the practical level, the research results offer a cross-actor collaboration model as a pattern for partners (local governments, MSME communities and

associations, industry, academics, media and affected communities) in designing empowerment programs by considering the efficiency strategy model.

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