

The Relationship of Social Leadership with Social Capital towards Community Empowerment in Indonesia

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Abstracts: This research aims to predict and analyze the effects of social leadership and social capital on community empowerment. This research adopted a quantitative method. Data were collected through related documentation and survey questionnaires on 100 village leaders in Indonesia across Sumatera, Java, Kalimantan, Sulawesi, Bali, Nusa Tenggara, and Papua. Data were analyzed statistically using Partial Least Square (PLS). The research results were as follows: social leadership positively affected community empowerment; social capital positively affected community empowerment; social leadership positively affected social capital; and social capital fully mediated the relationship between social leadership on community empowerment.

Keywords: Social Leadership, Social Capital, Community Empowerment.

1. INTRODUCTION

The importance of empowerment in social work and welfare has grown recently. Poverty must be understood in terms of social, political, and psychological impotence in addition to economic powerlessness. In his description of the path to empowerment, the people with low income or the disadvantaged must first be mobilized, and then their social power must be converted into political power. (Friedmann, 1992).

Community empowerment is one of the strategies that must be included in a holistic development strategy. The community is a subject in development when there is empowerment. In order to improve people's lives, empowerment functions as an element of the development process by bringing about change at the structural, cultural, and personal levels. In reality, empowerment is frequently stymied by bureaucracy and perceived as a type of social aid provided by the state. Government-initiated empowerment initiatives frequently fall short of their intended goals because they are poorly understood (O'Hare, 2010; Standal & Winther, 2016).

Increasing the community's capacity to exercise its rights and responsibilities as a whole might be seen as a form of community empowerment. According to a number of studies on the topic, community empowerment is frequently seen as an effort made by people of the community to acquire the power to have their views heard during planning and decision-making that has an impact on other communities (Harley, 1999).

The two key steps in empowerment are community building and relationship building, establishing connections through co-leadership, expansion, and integration of diversity. Community building is done in the meantime by fostering social activity to build community, putting together coalitions, or enticing participation in the community to a generate powerful community impact (Rossing & Glowacki-Dudka, 2001).

According to the findings of research conducted by a number of specialists on distinct populations in a lot of nations, social capital is crucial for achieving economic success. The research demonstrates how social capital contributes to the development of community-financial partnerships that are expected to support the growth of local enterprises. The economically underdeveloped community's economic development plan, typically supported by

funds from government-funded project aid, is an alternative to this social capital strategy. This achievement was made possible because the fundamental tenet of social capital, which highlights the significance of upholding goodwill and confidence between neighbors and aid providers, has been able to take the role of collateral in the lending process. It pertains first to how social capital can boost the organizational capabilities that support economic activity. The capability and effectiveness of businesses, non-profit organizations, governmental organizations, and community-based groups can be used to measure social capital as an asset in economic development. Second, institutions with organizational qualities operating in the underprivileged communities can be crucial in both fostering social capital and community organization (Gittel & Thompson, 2001).

To choose the topics and objects of development, there must be a dialogue between the government and the community. This dialogue is necessary because the government, which is a force closer to the seat of power, dominates development in emerging nations. Accordingly, the community as a whole, which is dispersed from the seat of power, finally serves merely as a sacrificed development aim. Consequently, people have a sense of helplessness as a result of their lack of self-respect, self-confidence, and self-reliability. The group is thus still impoverished and helpless (Hulme & Turner, 1990).

Given that it is a constitutional state, Indonesia has the assurance that efforts to uphold the rule of law and the rule of justice will be made in line with the state constitution and any relevant laws and regulations. To maintain checks and balances in governing organizations, discretionary power must be limited and closely regulated. Research on agriculture examines land disputes. Agrarian laws differ from area to region and country to country. Whatever their status—joint, separate, royal, or state—land rights are controlled by agrarian law. Land disputes are influenced by public policy and ownership. This topic is not specifically covered by any laws or regulations. Even if constructing a structure or facility above or below the ground requires a legal basis (Hermanto & Riyadi, 2020; Riyadi, 2017; Riyadi, Atmoredjo, & Sukisno, 2020).

The vast number of cases that are currently pending in the court system is only one example of how unsuccessful the Indonesian government has been. Even the conclusion of proceedings is evidence of Indonesia's weak attitude toward criminals in terms of law enforcement. The magnitude of the conflict of interest causes settlements to frequently be based on political bargaining, abuse of power, and interests. The state must continue to exercise control over Indonesia's abundant natural resources, including oil and natural gas to assure the highest possible level of income for the populace. Globalization and social modernization have ignored cultural values in the nation's and state's daily life. Indonesian power is protected by cultural anatomy, which has an impact on how government officials function themselves (Riyadi, 2020b, 2020a; Riyadi, Wibowo, & Susanti, 2020)

Along with cooperation, competence, and performance, more research is still required into the causes, processes, and results of conflict management. Intrapersonal, interpersonal, production, and political malfeasance resulted in financial and social losses. Both sides will require intervention. Performance, capability, and partnership are all interconnected. Partnership and performance relationships must be thoroughly mediated by capability. Capability, cooperation, and information exchange must be regulated by conflict resolution if they are to be successful and have a significant influence. Job satisfaction has a positive and significant impact on work performance (Assery, Tjahjono, Sobirin, & Hartono, 2017; Feriyanto, Assery, Saleh, & Suryaningsum, 2017; Purnama, Tjahjono, Assery, & Dzakiyullah, 2020; Saleh, Assery, & Dzakiyullah, 2018; Saleh, Assery, Sabihaini, & Suryaningsum, 2017).

There is systematic literature review and qualitative research to understand the human resource management in the army and its implication. The result provides inputs to human resource management in the army and its implication for making better regulations and policies (Toruan, Gusti, & Riyadi, 2023). There is qualitative research using public policy theory to understand the implementation of performance accountability system for government institution. The result provides input for making better regulations on implementation of performance accountability system (Priyambodo, Wijaya, Wike, Sujarwoto, & Riyadi, 2023a). There is qualitative research to understand The Performance Accountability System for Government Agency. The result provides inputs for making better regulations on performance accountability system (Priyambodo, Wijaya, Wike, Sujarwoto, & Riyadi, 2023b). There

is research found that Transformational Leadership have a significant positive effect on Job Competency, Technology Adoption has a significant positive effect on Job Competency, and Public Service has a significant positive effect on Job Competency (Purbiantari, Zauhar, Suryadi, Hermawan, & Riyadi, 2023b). There is qualitative research to explore the leadership and service in the Indonesian National Police. The results are categorized into several themes, which help improve police policies and practices (Purbiantari, Zauhar, Suryadi, Hermawan, & Riyadi, 2023a). There is research found that user satisfaction has a positive and significant effect on Smart SIM and Organizational Performance, Smart SIM also has a positive and significant effect on Organizational Performance, Smart SIM mediates the effect of User Satisfaction on Organizational Performance (Sinulingga et al., 2023).

There is qualitative research to analyze the Critical Success Factors (CSF) of Public Private Partnership (PPP) Indonesia. The results are categorized into several themes, which help improve Public Private Partnership policies and practices (Syahrudin, Wijaya, Suryono, & Riyadi, 2023). There is research found that Transformational Leadership has a positive effect on Knowledge Sharing and Workplace Spirituality. Information Technology has a positive effect on Innovative Climate, Knowledge Sharing, Workplace Spirituality, and Innovative Work Behavior. Innovative Climate has a positive effect on Innovative Work Behavior. Workplace Spirituality has a positive effect on Innovative Work Behavior. The role of mediating variable are Innovative Climate mediates the effect of Transformational Leadership on Innovative Work Behavior. Workplace Spirituality mediates the effect of Information Technology on Innovative Work Behavior and mediates the effect of Transformational Leadership on Innovative Work Behavior (Susilo, Astuti, Arifin, Mawardi, & Riyadi, 2023).

In the process of empowerment, it's crucial to see society as a subject that can change by giving them freedom from oppressive control and allowing them to be responsible for their ideas, decision, and actions. The empowering process intended by Cook and Macaulay is more towards social and ethical/moral delegation, including (a) encouraging fortitude; (b) delegating social authority; (c) regulating performance; (d) developing the organization (both internally and externally); (e) offering cooperation; (f) communicating effectively; (g) encouraging innovation; and (h) resolving the encounter problems (Cook & Macaulay, 1997).

Social capital is especially critical to implementing community empowerment in rural areas with socially, economically, and politically fragile conditions. Suppose community empowerment is implemented with a strategy appropriate for the local community's circumstances. . In that case, it will help achieve regional development by fostering social transformation that creates the conditions for an autonomous and prosperous community. As a result, the leader's function must be connected to the success of community empowerment. The development of the social power necessary for community empowerment has a significant impact on its success (Aldrich & Meyer, 2015). When social capital in a society is positive, social power accumulates. An essential factor that is closely tied to community empowerment is social capital. Mutual trust, norms, and networks are examples of social capital components that play a part in resolving everyday issues (Fathy, 2019).

According to Law No. 6 of 2014 Concerning Villages, the village government in Indonesia has the authority to execute local community empowerment. Social capital has the potential to expedite the achievement of community empowerment. It is because social capital, which includes components like shared trust, norms, and networks, can facilitate community development and raise community standards. For the community's socioeconomic empowerment program in the village to be successful, each piece of social capital must operate well.

Based on the abovementioned problem, the research questions are: Does social leadership affect community empowerment? Does social capital affect community empowerment? Does social leadership affect social capital? Does social capital mediate the relationship between social leadership and community empowerment?

2. LITERATURE REVIEW

2.1. Community Empowerment

Community empowerment refers to increasing the capacity, influence, and control of individuals and groups to take action and make decisions that affect their lives. Therefore, community members can identify and address their

needs, aspirations, and challenges through active participation, collaboration, and self-determination. Community empowerment is a bottom-up approach that values local knowledge, strengths, and aspirations. It recognizes the importance of self-reliance, collective action, and community-driven solutions. By empowering communities, individuals and groups become active participants in shaping their futures, leading to sustainable development, improved well-being, and a stronger sense of community identity (Bevir, 2007; Shardlow, 1998).

Community empowerment recognizes that the people who live and work within a community are best positioned to understand its unique circumstances, strengths, and weaknesses. It seeks to shift power dynamics and promote inclusivity, giving individuals and groups a voice in decision-making processes that directly impact their lives. Empowered communities have a greater sense of ownership, responsibility, and agency, leading to increased resilience, social cohesion, and sustainable development. Key elements of community empowerment include (Friedmann, 1992; Hulme & Turner, 1990):

1. **Participation:** Encouraging active involvement and meaningful participation of community members in decision-making processes, problem-solving, and the design and implementing initiatives that affect their community. It involves individuals from diverse backgrounds, facilitating open dialogue, and valuing different perspectives.
2. **Knowledge and Skill Building:** Providing opportunities for community members to develop the knowledge, skills, and confidence necessary to analyze and address community issues. It involves education, training, and capacity-building initiatives that empower individuals to become active agents of change.
3. **Collaboration and Networking:** Promoting collaboration and networking among community members, organizations, and stakeholders to pool resources, share knowledge, and leverage collective strengths. Building networks allows for the exchange of ideas, the coordination of efforts, and the mobilization of community assets.
4. **Access to Resources:** Ensuring equitable access to resources, services, and opportunities within the community. Empowered communities strive to address systemic barriers and disparities, seeking to provide equal access to education, healthcare, employment, infrastructure, and other essential resources.
5. **Advocacy and Social Action:** Encouraging community members to advocate for their rights, interests, and needs. Empowered communities are proactive in addressing social injustices, advocating for policy changes, and engaging in social activism to bring about positive transformations.

2.2. Social Leadership

Social leadership is a concept that encompasses a style of leadership that focuses on empowering and mobilizing others to achieve common goals and create positive change within a community or society. Social leaders not only possess traditional leadership skills such as vision, communication, and decision-making, but they also prioritize social responsibility, empathy, and inclusivity (Porteous, 2013).

Social leadership goes beyond personal ambition and power, aiming to address social issues, promote equality, and improve the well-being of individuals and communities. Social leaders actively engage with stakeholders, listen to diverse perspectives, and collaborate with others to find innovative solutions to complex problems. They often champion social justice, human rights, sustainability, and other causes contributing to the greater good (Friedman, 2013).

A key aspect of social leadership is the ability to inspire and motivate others to take action and participate in collective efforts. Social leaders encourage active involvement, foster a sense of belonging and ownership, and create platforms for collaboration and dialogue. They strive to create an environment where individuals feel empowered to contribute their unique skills and perspectives. In summary, social leadership is an approach emphasizing collaboration, social responsibility, and positive societal impact. It involves inspiring and mobilizing others to work together towards common goals, promoting inclusivity and social justice, and addressing the needs

of communities and society as a whole (Kendrick, 2008).

2.3. Social Capital

Social capital refers to the networks of relationships, trust, and social norms that exist within a community or society. It is a valuable resource that individuals and groups can access to achieve common goals, facilitate cooperation, and enhance social and economic outcomes. Social capital is based on the idea that social connections and interactions have inherent value and can lead to mutually beneficial outcomes.

There are different forms of social capital, including bonding, bridging, and linking social capital : (1) Bonding social capital: This form of social capital refers to the connections and relationships between individuals who share similar characteristics, such as family members, close friends, or members of the same social group. Bonding social capital strengthens social cohesion within a specific community or group; (2) Bridging social capital: Bridging social capital refers to connections and relationships between individuals or groups from diverse backgrounds, communities, or social networks. It involves building connections across different social groups and fostering diversity, tolerance, and cooperation. Bridging social capital helps to create a broader sense of community and promotes social integration; (3) Linking social capital: Linking social capital refers to connections and relationships between individuals or groups in positions of power or authority and those who have fewer resources or opportunities. It involves bridging gaps between different social strata, such as connecting citizens with government officials or individuals with access to resources with those in need. Linking social capital facilitates access to resources, information, and support for marginalized or disadvantaged groups.

Social capital has several benefits for individuals and communities. It can promote social support, trust, and reciprocity, leading to increased cooperation, collaboration, and collective action. Social capital can also facilitate the flow of information, resources, and opportunities, improving economic development, educational outcomes, and overall well-being. Furthermore, social capital has been linked to better health outcomes, reduced crime rates, and increased civic engagement.

Building and maintaining social capital requires active participation, trust-building, and nurturing relationships within communities. Organizations, governments, and individuals can contribute developing social capital by fostering inclusive environments, supporting community initiatives, promoting social networks, and encouraging civic engagement.

Social capital, in its development, has received much attention from sociologists. Some experts' views have become a reference for research on social capital and the formulation of its definition. Social capital is the amount of actual or virtual resources that gather in an individual or group because it has a long-lasting network of mutual acquaintances and recognition which is more or less institutionalized (Bourdieu, 1992). This definition shows that the lowest elements in social capital include actual and virtual resources, networks and relationships that respect or pay attention to each other. Furthermore, Bourdieu explained that economic gain or social benefit in the context of social capital is not merely economic but also something reducible to economic profit. Therefore, social capital can be applied to various needs. However, it is mostly applied to community empowerment efforts because social capital is one of the crucial factors that determine the economic growth of the community. Besides, with harmony and synergistic cooperation, it will be easier for the development of the community's economy. Bourdieu's view of social capital follows principles in the tradition of economic sociology, an approach that believes that social life has a hierarchical structure that places certain actors with a strong influence in utilizing resources and certain other actors as marginalized. In addition, his views also tend to follow the tradition of criticism and put forward asymmetric relations.

Social capital is a set of resources inherent in family relationships and social organization of a community. It is helpful for the cognitive or social development of children or young people. The essence of social capital is that social networks are valuable assets. Networks provide the basis for social cohesion by encouraging people to work with each other and not just with those they know directly to gain mutual benefits. Therefore social capital represents resources in which reciprocal relationships are embedded that institutionalize trust (Coleman, 1994).

Social capital can be linked to efforts to manage, improve, and utilize social relations as a resource that is invested with the aim to obtain economic and social benefits. This relationship relates to norms that guarantee values about trust, and institutionalizes mutually beneficial relationships. Social capital has an analytical focus in the form of groups to communities. This is because social capital can only work if there are several individuals to establish social relations. In managing social capital, a leader who can mobilize and coordinate all existing social potentials is needed. Therefore, the success of managing social capital is strongly influenced by leadership. Leadership involves the rational and emotional sides of human experience. Leadership includes several actions and influences that are based on reason and logic as well as inspiration and calling (Hughes, Ginnet, & Curphy, 2012).

There are 3 types of social capital: 1. Bonding Social, such as values, culture, perceptions, and traditions or customs. Bonding Social is a type of social capital with the characteristics of a strong bond in a social system. 2. Bridging Social, in the form of institutions or mechanisms. Bridging Social is a social bond that arises as a reaction to various characteristics of the group. This bond arises because there are various kinds of weaknesses around them, so they decide to build on strengths from weaknesses. 3. Linking Social, is a social relationship characterized by a relationship between several levels of social power and social status in society, for example, the relationship between political elites and the general public. Social capital is important for citizens to gain access to power and sources that are instrumental in strengthening decision-making and policy formulation. Social relations between individuals and groups in different hierarchical social strata are called linking social capital. The related social capital shows a form of community strength (Woolcock, 2001).

3. METHODOLOGY

Based on the above explanation, the following are hypotheses developed:

Social Capital positively affects Community Empowerment (H1). Social Leadership positively affects Community Empowerment (H2). Social Leadership positively affects Social Capital (H3). Social Capital mediates the relationship between Social Leadership and Community Empowerment (H4). Those hypotheses are presented in Figure 1 Conceptual Model as follows.

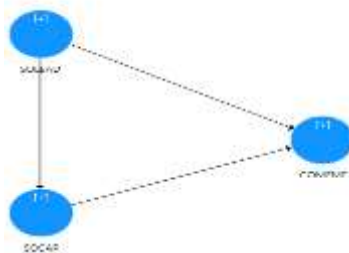


Figure 1. Conceptual Model

Research based on a hypothetical-deductive approach proposed a research model and used a quantitative predictive method to test a research model integrating 3 variables and to predict the relationship between variables and the mediation role of Social Capital. There are 3 latent variables studied and measured through indicators. Five indicators measured Social Leadership (SOLEAD). Five indicators measured Social Capital (SOCAP). Seven indicators measured Community Empowerment (COMEMP). Based on the hypotheses development and all variables measured, a research model was developed using a smartPLS application presented in Figure 2 as follows.

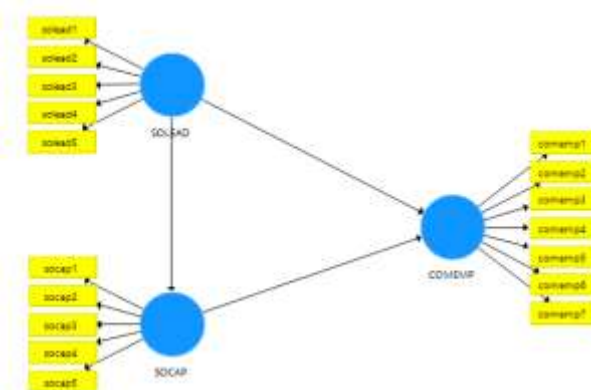


Figure 2. Research Model

Data were collected using a simple questionnaire developed based on established measures for all variables using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) and submitted electronically to 500 village leaders in Indonesia. In addition, 100 usable responses were obtained, leading to a response rate of 20% which was in line with the research.

Data were analyzed using the Partial Least Square (PLS) and smartPLS version 3.0. Descriptive Statistics was conducted to explain the characteristics of respondents and variables. Inductive Statistics were performed by using Variance-Based Structural Equation Modelling. Path analysis employed a Partial Least Square consisting of 3 relationships. Outer-model specified the relationship between latent variable with its indicator (measurement model). Inner-model specified the relationship between latent variables (structural model). And weight relation in assessing latent variables to be estimated (Ringle, Wende, & Will, 2015).

Validity refers to the extent to which the precision and accuracy of a measuring instrument can measure a construct. Construct validity calculations are assessed by convergent validity and discriminant validity. Reliability refers to the internal consistency of construct indicators, showing the degree to which each indicator indicates a common latent factor. Reliability calculations are assessed by Cronbach’s Alpha and Composite Reliability (Ringle et al., 2015).

4. FINDINGS

4.1. Respondent Profile

The population in this research was village leaders in Indonesia. Samples were 100 village leaders who conducted community empowerment selected by purposive sampling. Table 1 shows the Respondents’ Profile included in this research with the detail of male (70%) and female (30%), age was ranged between 30-40 years (50%) and 41-50 years (50%), educational background of Having Degree (50%) and Without Degree (50%), and length of work as as village leader of 2 years (50%) and 5 years (50%).

Table1: Respondents Profile of Village Leaders

Description	Percentage	Percentage
Leaders	Male (70%)	Female (30%)
Age	30-40 (50%)	41-50 (50%)
Educational Background	Having degree (50%)	No Degree (50%)
Work	2 Years (50%)	5 Years (50%)

4.2. Outer Model Evaluation

Based on Figure 3, the value of R-square on Community Empowerment (COMEMP) was 0.421; meaning that 42.1% can be explained by related dependent variables under research while the remaining 57.9% was explained by other variables outside the research model.

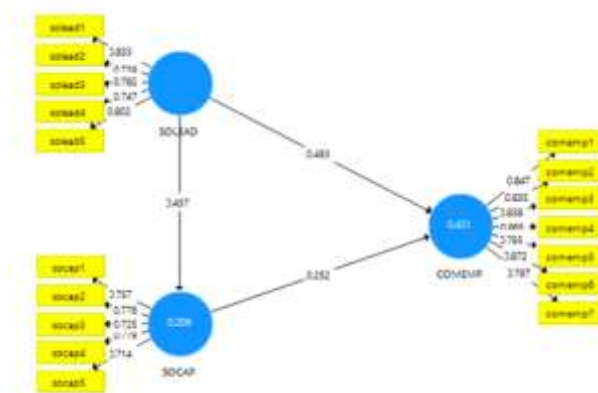


Figure 3. PLS Algorithm

Based on Figure 2, an evaluation was conducted on Convergent Validity and found that all indicators were declared valid when the value > 0.70 and Average Variance Extracted (AVE) was more than 0.5 (Ringle et al., 2015).

Table 2: Reliability of Variables

Variables	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
SOLEAD	0.841	0.887	0.611
SOCAP	0.807	0.866	0.563
COMEMP	0.927	0.941	0.696

Based on Table 2, all variables declared valid were found in Cronbach's Alpha and Composite Reliability. Reliability of each variable in Cronbach's Alpha > 0.70 and Composite Reliability > 0.70 (Ringle et al., 2015).

4.3. Inner Model Evaluation

Q-square is performed to generate a predictive relevance (Goodness of Fit) using a Stone-Geisser test to determine the structural model's relative influence on observation measurement for endogenous latent variables. Q-square = 1 – (1–R-square). Since the value of Q-square is positive and > 0.36, the observed value has been well reconstructed, and the model has a robust predictive relevance (Ringle et al., 2015).

Next, hypothesis testing by performing PLS Bootstrapping from the smartPLS as shown in Figure 4 below:

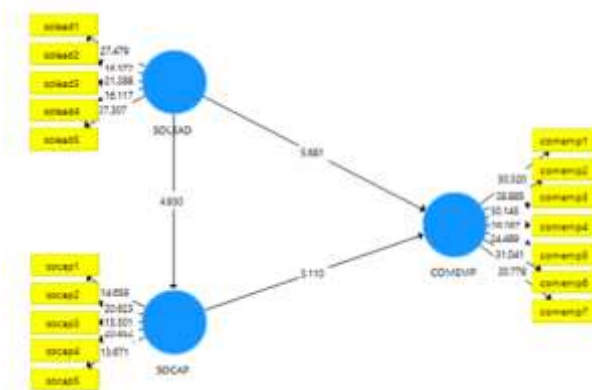


Figure 4. PLS Bootstrapping

Based on the significance level of 5%, the value of the acceptance area is when $H_0 \pm 1.96$. If the value of T Statistics is greater than ± 1.96 , then H_0 is rejected or the alternative hypothesis is accepted, as per Table 3.

Table 3: Path, T-Statistics and P Values

Path	r	T	p
SOLEAD -> COMEMP	0.493	5.681	0.000
SOCAP -> COMEMP	0.252	3.110	0.002
SOLEAD -> SOCAP	0.457	4.930	0.000

Path	r	T	p
SOLEAD -> SOCAP -> COMEMP	0.115	2.358	0.019

Social Leadership (SOLEAD) had a significant positive effect on Community Empowerment (COMEMP) ($r=0.493$; $t=5.681$; $p=0.000$). Social Capital (SOCAP) had a significant positive effect on Community Empowerment (COMEMP) ($r=0.252$; $t=3.110$; $p=0.002$). Social Leadership (SOLEAD) had a significant positive effect on Social Capital (SOCAP) ($r=0.457$; $t=4.930$; $p=0.000$). And Social Capital (SOCAP) fully mediated the effect of Social Leadership (SOLEAD) on Community Empowerment (COMEMP) ($r=0.115$; $t=2.358$; $p=0.019$).

DISCUSSION AND CONCLUSION

Based on the analysis and discussion of the research result above, Social Leadership had a significant positive effect on Community Empowerment. Social Capital had a significant positive effect on Community Empowerment. Social Leadership had a significant positive effect on Social Capital. Moreover, Social Capital fully mediated the effect of Social Leadership.

The Implementation of Community Empowerment in Indonesia and its implication requires Social Leadership and Social Capital to reach the best solution. It is suggested to involve the legislative and executive as the public officials making multi-policies and regulations to manage Community Empowerment

DATA AVAILABILITY STATEMENT

All relevant data are available in the article and the annexes.

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DOI: <https://doi.org/10.15379/ijmst.v10i3.1560>

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