

# THE ROLE OF LOCAL SOCIAL INSTITUTION IN COMMUNITY EMPOWERMENT IN BANDUNG REGENCY, INDONESIA

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## Abstract

*This study aims to gain a deeper understanding of the existence of the local social organization in conducting community empowerment. The experiment was conducted at Community Empowerment Institution (In Indonesia it is referred to as Lembaga Pemberdayaan Masyarakat/LPM). LPM Cibeunying as one of the local social institution in Bandung regency. Aspects reviewed in the study include the style of leadership, processes, and stages of community empowerment, as well as the LPM network. The research method used is a case study with the descriptive method and qualitative approach. Data collection was conducted against five informants consisting of the Chairman and LPM's Board members, village officials, and community leaders. The results show that the dominant leadership style is participative, in addition to that, a supportive leadership style and directive leadership style are also used in certain situations. The empowerment process carried out per the stages of the empowerment process is identifying and assessing the potential of the region, problems, and opportunities-chances; arranging a participative activity plan; implementing the activity plan; and monitoring and evaluating the process and results of activities. The social networking of LPM leads to a social network of power in which LPM can influence the behavior of communities and community institutions in utilizing and managing community empowerment programs. From the research, it can be concluded that the model of community empowerment implemented by LPM Cibeunying Village is enabling, empowering, and protecting.*

**Keywords:** *Existence, Local Social Institution, Community Empowerment*

## INTRODUCTION

Indonesia is one of the developing countries with a growing population every year so that the level of welfare of its people is still far below the welfare level of developed countries (Suharto, 2010). Central Bureau of Statistic Indonesia states that in March 2019, the number of poor people (population with monthly per capita expenditure below the Poverty Line) in Indonesia reached 25,14 million people (9.41 percent), was reduced of 0,53 million people compared to the September 2018 condition of 25.67 million people (9.16 percent). This shows that even though there is a decrease in the number of poor people, the overall number of poor people in Indonesia is still quite high.

Various development strategies to reduce poverty in Indonesia continue to be carried out, one of which is through community empowerment strategies. Hikmat (2010) believes that the concept of empowerment does not only lead to the individual (individual-actualization) but also collectively (collective self-empowerment). This implies that community empowerment will succeed if, in the management of development programs, the community is allowed to get involved starting from planning, implementation to monitoring and evaluating the program. This is in line with the opinion of Ife & Tesoriero (2008) who argue that the empowerment strategy to the community prioritizes the pattern of community development. This pattern prioritizes the process rather than the

results as a form of involvement of all existing elements so that in the end it will lead to an outcome because the process is expected to put the community in a position to determine their own goals in managing a community development pattern.

Community involvement in managing development programs is realized by the availability of local social institutioes that can facilitate and provide assistance to the community. The existence of local social institutions is an arena for the community to synergize the aspirations and potential of the community. As the results of Widiowati's (2008) research, according to her, the most important tool for empowerment is organization. Indigenous organizations that can be used to overcome poverty problems are local organizations. The results of the study also show that the organization's management and leaders formed by outside parties are not necessarily people who have a high commitment and concern for the community. In this organization weaknesses are encountered such as: a crisis of trust; relationships that are relatively formal and unequal; activity planning tends to be less appropriate to the needs of the community; less on target. The strengths seen are that the organization formed by the government has strong legality and the network with other parties exists even though it is limited.

In the implementation of development today, the strategy of community empowerment is also carried out by using organizations, because in organizations various resources can produce greater resources. Through the organization, all the potential of the community can be synergized to produce a bigger and stronger social capital (Wirutomo, 2001b; Widiowati, 2008). One of the local organizations at the urban village level that was formed, grew up from, by, and for the community in implementing development programs was the Community Empowerment Institution (In Indonesia it is referred to as LPM).

In the field of social welfare, the role of local social institutions regulated in the state policy through Minister of Social Affairs Regulation Number 08 Year 2012 on Guidelines for Data Collection and Data Management of Disability Issues and Potential of Social Welfare and Social Welfare Source. It is stated that the LPM is one form and Resource Potential of Social Welfare (In Indonesia it is referred to as PSKS) that exists in the community utilized to prevent, maintain, create, support and strengthen the efforts of social welfare.

In relation to the role of the LPM, the task of the LPM is to assist the lurah in the implementation of development, social and community empowerment matters, with the following functions: first, drawing up a participatory development plan; second, mobilizing community self-help; and third, implementing and controlling development. (Regulation of

the Minister of Home Affairs Number 5 of 2007 concerning Guidelines for Structuring of Social Institutions).

This institution grows, becomes a vehicle for community participation and aspirations in planning, implementing and controlling development. LPM becomes a social group that accommodates the aspirations of the community in developing participatory development plans, mobilizing community self-help and implementing and controlling development. (Widiowati, 2008, Firana, 2014).

The role of LPM in community development cannot be separated from the problems that accompany it. The results of Gunawan and Muhtar (2010); and Yuniati, et al. (2014) show that the role and importance of the role of local institutions in the community is a great potential in carrying out development. Other issues that arise in the development of local organizations, according to Toni and Utomo (2005) lie in efforts to build collaboration between the government and the organization. According to them, experience shows that community empowerment programs often ignore the development of organizational capacity.

One of the community empowerment institutions in Bandung Regency is used as a research location. This institution is a partner of the village administration in implementing development programs. Various development programs have been implemented by the Village Government in order to address the problem of poverty and community empowerment. In the

implementation of development, the village partners with the Community Empowerment Organization (hereinafter referred to as LPM). The ability of the LPM to empower the community has a very positive impact on changes in the attitude and behavior of the community members and the administrators of other local social institutions, changes in physical and environmental aspects, as well as social and economic aspects. This is in line with the results of Argyarini (2013) research which shows that the supporting factors for LPM management come from LPM Human Resources Management and collaboration with long-established networking. The inhibiting factor comes from the chairman-centered management, the running program if the assistance goes down, and certain communities are not ready to receive program assistance.

LPM has criteria that are in line with the aspects that want to be explored and studied more deeply through research. Based on this, it encourages deeper research on the existence of the local social institution LPM in empowering the community with an emphasis on aspects of leadership in LPM, the mechanism of empowerment activities includes the stages and processes of empowerment and networking. Based on the conceptual foundation and empirical conditions mentioned above, the formulation of the problem examined in general is "How is the role of a local social institution in community empowerment through the LPM?". The formulation of this problem is

further developed in the sub-problematic as follows: 1) What is the profile of the LPM; 2) What is the leadership style applied in community empowerment; 3) What is the process and stages of community empowerment carried out by LPM; and 4) How does LPM develop a network of work in an effort to empower the community.

The leadership style is one of the aspects studied in seeing the existence of a leader. Leaders have different styles from one another in carrying out their leadership. Leadership style is the norm of behavior used when someone is trying to influence the behavior of others or is the behavior or method chosen or used by leaders in influencing the thoughts, feelings, attitudes, and behavior of members of the organization or subordinates (Nawawi, 2003; Supardo, 2006; Thoha, 2010). Leadership style influences, motivates or excites a person or others so that they want to work together in achieving a goal, as stated by Yukl (2010) which defines leadership as the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives.

Empowerment as another aspect being researched talks about a process, so according to Wilson (1996), empowerment cannot be understood as a single project with a beginning and end, but empowerment is a way or philosophy in which implementation and adjustments require quite a long time of coaching and

process. The Delivery Team (2004a) suggests a process of community empowerment activities that starts from (1) identifying and assessing potential problem areas, as well as their opportunities; (2) preparing a group activity plan; (3) implementing a group activity plan; and (4) continuously monitoring the process of the results of activities in a participatory manner. Social networks are another important element in developing and empowering a community, including in designing poverty alleviation strategies at the local level (Suharto, 2003). According to World Bank (1998), networking among local social institutions is like 'the building blocks of development', which is a series linked to each other that form a process as well as an entity at the same time.

The purpose of this study, in general, is to obtain an overview of how the role of the local social institution LPM in conducting community empowerment.

## **RESEARCH METHODS**

The research method used is a case study, where this method is used to explain and deeply understand the existence of LPM specifically as a case so that it is not just answering research questions about 'what' the object being studied, but more comprehensively and thoroughly. It's about 'how' and 'why' the object occurs and forms as and can be seen as a case (Yin, 2009). In the research conducted, the researchers sought answers about: First, what is the community empowerment model used by the local

LPM as social institution. Second, how the existence of LPM in implementing community empowerment; and third, why LPM uses this model to empower the community. An in-depth understanding of the object of research was carried out using descriptive research methods with a qualitative approach. The source of the research data consists of primary data sources, namely the Chairman and Management of LPM, Village Head, Community Leaders, and other local social institutions and secondary data sources consisting of various documents, literature, reports, or archives related to research topics, and others. Data collection techniques used are observation, interviews, and documentation studies.

Checking the validity of the data is done by: 1) Credibility Test by extended observation, triangulation, peer discussion, and member check, 2) Transferability Test (external validity) to see how far the results of research can be applied in other situations (transfer), 3) Dependability test is carried out by auditing the entire research process. Data processing and analysis are carried out with exploratory studies using an inductive approach, with steps: reducing data, presenting data, concluding data, and verifying data.

## **RESULTS**

### ***The profile of the LPM***

In its journey to date, the LPM of Cibeunying Village has undergone a change in the structure and management of the LPM in three periods, namely period I,

service period 2007-2010, Period II, service period 2011-2014, and period III, service period 2015-2018. In each period there is a change in the management structure and the name of the office according to the needs and problems that must be handled by the LPM. In the three periods of service, the LPM Chairperson remains held by the same person without change, but the names of the coordinating positions in the field are changed. Changes in the structure of the names of officials and fields of activity as presented in the following table 1. Table concerning Changes in the Management Structure and Fields of The LPM activities based on the period of service indicates the change in position based on the field of activity. During the period of the period 2007-2010, there were three fields of activity by appointing one coordinator and one member. During the devotional period of the period 2011-2014, there was an increase in the number of activity fields into four activities with various types of activities that illustrated the overall tasks and functions of the LPM. In the 2015-2018 service period, there were quite striking changes in the structure of the position, where there were no more arrangements for the types of activities. The management structure becomes slimmer with the following arrangement: Changes in the management structure according to the Chairperson of LPM preparing a participatory development plan; (2) mobilizing community self-help groups; and (3)

because based on the results of the evaluation of the implementation of empowerment activities, the construction of projects or development programs is carried out jointly by not seeing the position structure in the management. This happens because they often have to work on a program in a very limited time so that it requires work and division of tasks simultaneously by involving all LPM managers and members. Another thing is because of the personal activities of the names listed in the decree and are responsible for activities that cannot participate in the program so that work responsibilities are left to other members who can and have time to do the work. Changes in the structure of the LPM management at each management period are further presented in Table 1.

The duties and functions carried out by the LPM basically refer to Article 2 paragraph (1) of the Minister of Domestic Affairs Regulation No. 5 of 2007 concerning Guidelines for the Arrangement of Community Institutions, then the task of the Community Empowerment Institution is to assist the Headman (Lurah) in implementing development, social affairs community, and community empowerment. The Community Empowerment Institution in carrying out the tasks referred to in article three paragraph (1) and paragraph (2) has the following duties and functions: (1) implementing and controlling development.

**Table 1. Changes in the Management Structure and Fields of The LPM Activities Based on the Period of Service**

No	Period of Service (year)	Position			
1	2007 – 2010	Development and Government Affairs	Field of Social Welfare and Empowerment	field of training and development of social institutions	-
2	2011 – 2014	Field of Social Welfare Development, Health and Empowerment	Field of Economic Development and Empowerment	Field of Development of Facilities, Infrastructure and Environment	Field of Increasing Role, Community Participation and Mutual Cooperation and Preservation of Local Wisdom Values
3	2015 -2018	members (There is no arrangement of the management structure based on the field of activity)			

### ***Leadership Style in The LPM***

Leadership in an organization has an impact on the behavior of members of the organization and influences the achievement of organizational goals. Leadership style involves a process of intentional social influence by someone towards others to regulate activities and relationships within a group or organization. The leadership style at the LPM was reviewed through several leadership styles as follows: directive

leadership style, supportive leadership style, and participatory style. The aim is to see which leadership style is the most widely used and the greatest influence on community empowerment conducted by the LPM. Based on the results of an interview about the leadership style in the LPM, the results of the study can be presented as follows:

*Directive Leadership Style in Community Empowerment.* Directive leadership style as a leadership style which is also known as an

authoritarian style wherein a directive leadership style, a leader who concentrates power and decision making for himself, the leader arranges a complicated work situation for members to do whatever they are told. Leaders who have this style generally often give orders or special assignments to their subordinates, make important decisions and are involved in the implementation. Based on the results of data collection that has been done shows that the directive leadership style also appears in the leadership style at the LPM, but this leadership style is not dominant, only appears at times of crisis situations that require rapid movement of LPM members when there is a job target which must be resolved in an urgent time, such as when the LPM run a collaborative program with the Ministry of Social Affairs of the Republic of Indonesia where the Ministry of Social Affairs asks to immediately send data about underprivileged families who need social assistance for uninhabitable homes. The Chairperson of the LPM only has about 3 (three) days to submit data on the underprivileged family. In this situation, the Chairman of the LPM must move quickly to coordinate with the management, and the Hamlet Chief to carry out data collection so that data is valid and meets the criteria;

*Supportive Leadership Style.* Supportive leadership is a leadership style that creates a work environment that helps to strengthen the desire for each member to do the job as well as possible, cooperate with other parties, and develop their skills and desires. This is also the leadership style applied by the Chairman of the LPM. As a figure who leads the organization, the Chairman of LPM always

supports or pays attention to the members, besides that he always tries to explain all problems to his members so that they are easy to understand and do not lead to wrong perceptions of tasks to be done, approachable and satisfying performance members. The Chairman of the LPM always tried to help LPM members or administrators to work in a total, the dedicated and selfless manner by guiding members as well as possible, creating a work environment. which helps the desire of each member in carrying out the work as best as possible, cooperating with other parties, and developing their skills. Supportive leadership style is always applied by the Chairman of the LPM, given the sustainability of LPM activities is largely determined by the motivation and dedication of the management and members. Because dedicating themselves to community empowerment activities cannot be material-oriented. The activities carried out are community service. The satisfaction obtained is when a program can be successfully implemented and see capable families or people with social welfare problems can be helped in solving the problem;

*Participatory Leadership Style.* Participative leadership is a leadership style that asks and uses subordinate suggestions to make decisions influence the leadership style of the Chairman. The Chairman of the LPM learned a lot from the behavior of its members, so in the end, he often led in a style aimed at providing opportunities for LPM members and administrators to participate in setting goals, making decisions and describing orders. Before carrying out an activity, the Chairman of the LPM tends to ask the



opinions of members and use their suggestions and ideas before making a decision and using the member's method to solve problems and make those decisions if deemed appropriate by the leader. In carrying out activities, the Chairman of the LPM has a lot of discussion with the management and members. Usually, the Chairman of the LPM will accommodate input from the LPM management first. The aim is primarily to train administrators and members to understand ways of organizing as well as to build a sense of ownership with the ideas of the LPM management about empowerment activities to smooth the implementation of LPM tasks. Information obtained from the LPM management also shows that for several years some of the management have been devoted to actively participating in various empowerment activities by the LPM. The Chairman of the LPM always allows other administrators to give opinions or give ideas so that they feel valued by the leadership. Likewise, when facing various difficulties, the administrators feel reluctant to express

their opinions to the Chair of the LPM. So that during the collaboration in LPM activities the administrators felt no pressure and gained a lot of learning.

House in Robbins (2006: 448) identifies four types of leadership that are distinguished as follows: Types of Directive Leadership, Types of Supportive Leadership, Participatory Leadership, and Types of Leadership Achievement Orientation. The results of research on the leadership styles that are applied at the LPM show that there are only 3 (three) types of leadership. As presented in Figure 1. The fourth type, Leadership Achievement Orientation Style, is not found.

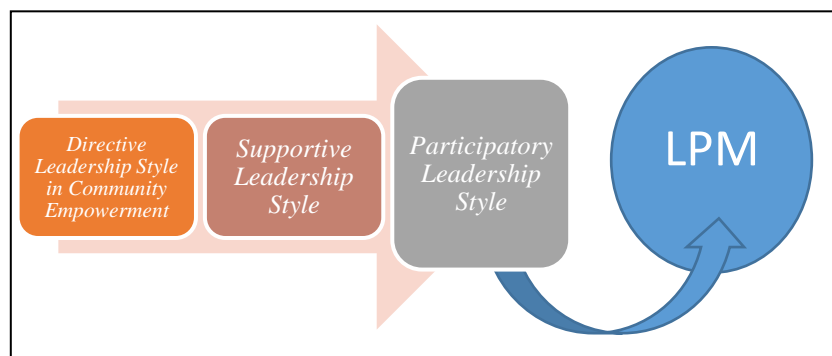


Figure1: Leadership Style in The LPM

In leadership style in accord to House's opinion in Robbins (2006) about directive, supportive, and participatory

leadership style shows that the most dominant leadership style in the LPM is participatory leadership style, where the head

of LPM provides many opportunities and chances to the management to give their aspirations, starting from planning to execution and monitoring and evaluation of various community empowerment programs that are being held by LPM. However, other leadership styles such as a supportive and directive style can be implemented by the head of LPM in certain situations.

### ***Process and Stages of Community Empowerment at the LPM***

The empowerment program is not a program that can be done in one process and stops at a certain stage but must continue and the quality increases from one stage to the next. Likewise with the empowerment process carried out by the LPM. Since being established as a community empowerment institution, the LPM continues to carry out various empowerment activities for the community. Based on interviews with several informants, it is known that the empowerment process carried out is basically following the stages set out in the empowerment process that should be. Empowerment activities start from: (1) identify and assess potential areas of the problem, as well as their opportunities; (2) prepare a group activity plan; (3) implementing a group activity plan, and 4) monitor the process of the results of activities continuously in a participatory manner (Delivery, 2004a). Community empowerment activities carried out by the LPM are often related to the decline of various development programs or community empowerment programs from various ministries / related institutions, such as the Ministry of Social Affairs, Social Office,

Bandung Regency's Office of Housing and Spatial Planning and Hygiene, etc. In detail, the results of research on the community empowerment process in village are as follows:

1. *Identify and assess potential areas, problems, and opportunities.* The initial stage carried out by the Chairman of the LPM is to identify the potential, problems, and opportunities associated with the decline of a program in (assessment). The first step begins with inviting all LPM management and members in the meeting to convey the program plan that will run. In the initial meeting, the Chairman of the LPM will accommodate input from the meeting participants and in a participatory manner to formulate the steps of the activities to be taken. The second step is to conduct a discussion of the citizens represented by community leaders, the Leader of the Hamlets Forum and the Chiefs of hamlets, other of the Chairperson, and other parties who are related to the program plan. The aim is to foster awareness of the community or target group about the problems, needs, and resources/potential that exist in their environment.
2. *Set a group activity plan.* In consultation with the community, socialization of the community empowerment program will be carried out as well as activities steps that must be formulated together with the community. The Chairman of the LPM will then guide the meeting participants to identify all the potential and problems faced. The next step is to focus on activities on people who are truly

interested in carrying out joint activities and are committed to carrying out activities with all their risks and responsibilities. Then the LPM together with the participants of the community meeting made a problem-solving program starting from determining the name of the program, program objectives, program targets, location and time, budget plan, resources and potential as well as the committee/program implementer. The formation of groups/executive committees is formulated based on the willingness of the community and can use existing groups equipped with management and rules. The group/committee facilitated by the Chairman of the LPM as a facilitator prepares a group or work team plan in the form of the concrete and realistic activity plans. The stages of group planning and implementation of the plan: a) Prioritize and analyze the problems and needs of the community consultation results in more detail and determine the priority scale of the activity plan, b) Identify the best alternative solutions, c) Identify available resources for problem solving , d) Development of activity plans and organizing their implementation.

3. *Implement group activity plans.* Plans that have been prepared together with facilitation support from the LPM are then implemented in concrete activities with regard to realization and initial plans. Some of the tasks performed by the Chairman of the LPM and its management are: a) Activate and move the work teams and committees; b) Cooperate with work teams and

committees, c) Mobilize resources and expand opportunities; d) Implement work plans; e) Develop networks and supports; f) Social assistance to the work teams as the executor of activities; and g) Social assistance to beneficiaries

4. *Monitor the process of results of activities continuously in a participatory manner.* Monitoring is carried out from the beginning of the activity, especially during program implementation. Monitoring program implementation and progress of activity is the concern of all parties and is carried out from the beginning of the activity, especially during program implementation. The purpose of monitoring (monitoring) is carried out by the Chairman of the LPM and other administrators to see or supervise whether the implementation of the program is following the established plan so that if there is a deviant, repairs can be carried out immediately. In addition to monitoring, the LPM also usually evaluates the implementation of the program, both carried out on the process and results of program implementation. Evaluation is usually carried out at certain times under the target completion time of the program. For example, the RTLH repair program is implemented after 3 months and at the end of the activity. By conducting an evaluation, LPM has an overview of the inhibiting factors and supporting the implementation of the program, knowing the extent to which the objectives are achieved, and can determine what steps need to be taken for further improvement.

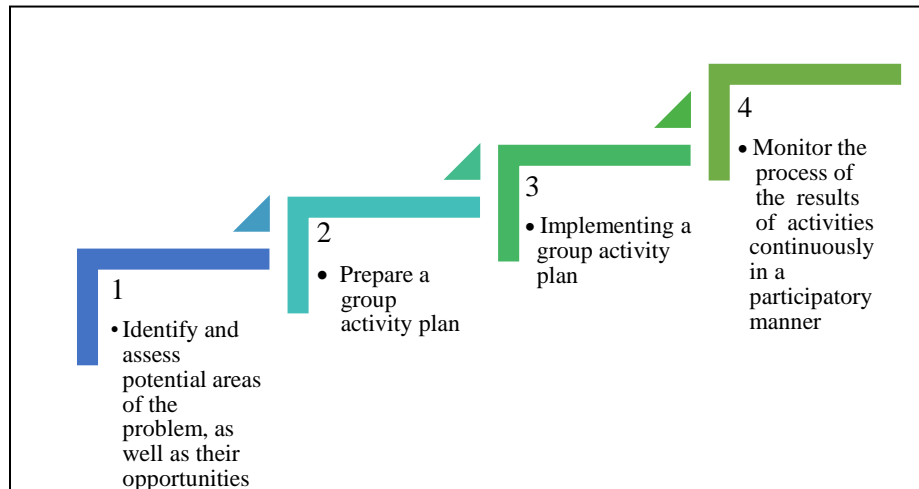


Figure 2: Process and Stages of Community Empowerment at the LPM

### *Development of the LPM*

The social network is an important element in community development and empowerment. The network between local social institutions is a series that is related to each other so that it forms a process as well as a form of development activity. Social networks provide ways to collaborate to obtain information, block or win competitions and include regulating and determining policies. Muhammad Rifai (2005) argues that social networks can be divided into three types, namely: interest networks, power networks, and sentiment networks (emotions) The results of data analysis show that social networks built by the LPM lead to networks social power (power), wherein the power network, social relations between the parties that build power-charged networks, power here is the ability of the LPM and/or social units or other institutions that can influence the behavior of the community and social institutions in utilizing empowerment programs from the LPM and/or other social units through

control. The LPM in conducting community empowerment activities is also inseparable from efforts to build networks with various other institutions. The social network built by the LPM consists of two working networks, namely the internal social network and external work networks.

1. *Internal Network*. It is a network built with various elements in the Cibeunying Village. The internal network that has been built is with local social/ community institutions in the village area such as: neighborhoods, Hamlets, Community Self-Reliance Agency (BKM), PKK (a program at village level to educate women on various aspects of family welfare), Posyandu (Maternal & Child Health Centre), Cadres, Karang Taruna (Youth Organization), Hamlets Forum, and several companies such as Ina Cookies, C59, and building companies that stand in the village area. In addition, social networks are also built with the Village administration as partners in carrying out development as well as the

sub-district government. Village Government and District Government facilitate the facilities and infrastructures needed to support the implementation of activities and policies that support the implementation of community empowerment programs and development in the field of social welfare and allocate budget for infrastructure improvement activities. Community institutions or local social institutions actively participate in increasing social awareness, providing counseling, motivation, contributing energy and thought in mobilizing community participation in various social activities.

2. *External Network* It is a network built by the LPM with various elements that are outside the village area. The external social network that was successfully built by the LPM consists of a network of government and academics or universities as follows: (1) *Government*: Ministry of Social Affairs Republic of Indonesia, which provides support for community empowerment programs through assistance for Poor Family Productive Economic Enterprises,

Uninhabitable Houses Social Rehabilitation and Environmental Facilities, Child Social Welfare Program; Bandung District Social Affairs and Bandung Regency's Office of Housing and Spatial Planning and Hygiene, provide programs that can be accessed by the community especially those related to poverty alleviation and people with social welfare problems, such as the Uninhabitable House Social Rehabilitation program. (2) *Universities*: College of Social Welfare Bandung; which provides support both in the form of institutional and community capacity building through outdoor social work laboratory programs, organizes training programs for administrators of local social institutions and community members, social counseling, workshops, field practice of Diploma IV and Postgraduate Program Specialists 1 Social work, and social assistance by lecturers and students; STIKES Dharma Husada Bandung, providing social counseling related to health and prevention of drugs abuse and fire prevention. As presented in Figure 3.

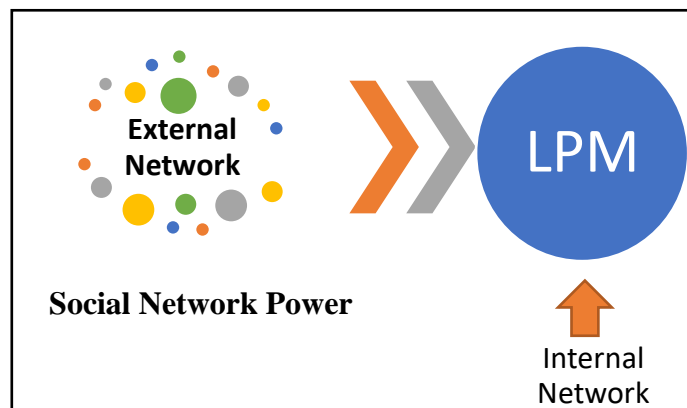


Figure 3: Development of the LPM Social Network

## DISCUSSION

The community empowerment model that was built in village in this study was influenced by 3 (three) factors namely leadership style, empowerment activity process, and also the development of a network. In the aspect of leadership style by referring to House's opinion in Robbins (2006) about directive, supportive, and participatory leadership styles shows that the most dominant leadership style is participatory leadership style, where the Chairman of LPM provides many opportunities and opportunities for LPM administrators to provide aspirations ranging from planning to implementation and monitoring and evaluation of various community empowerment programs carried out by LPM. But other leadership styles such as supportive and directive leadership styles in certain situations are carried out by the Chairman of the LPM. This supports the results of previous studies of the leadership style of the village chief in the city of Bandung in support of the Program of Innovation Development and Empowerment Territorial (PIPPK) has been done by Praratya (2017) in which the results showed that the style of leadership of the headman in Bandung conducive to the performance of PIPPK . The leadership style that is most conducive to a high category is participatory.

The empowerment process carried out by the LPM was also carried out in accordance with the rules of the stages of the empowerment process as stated by Delivery (2004a), starting from the stage of identifying and assessing the region's potential, problems, and opportunities, developing a participatory activity plan, apply/carry out

activity plans, and continuously monitor and evaluate process activities and results of activities.

The empowerment process that has been carried out through the four stages of the empowerment process supports the results of research by Yurli (2014) which shows that the success of community independence through empowerment can be achieved through four stages which include the development of community potential with an initial program aimed at developing the potential and expertise possessed (development potential), the second stage is to gather community potential, which is an effort to gather community potentials that can be developed through assistance from the main group or in terms of potential recruitment, while the third stage is participation to the community in the form of providing empowerment programs for the poor called social participation that lead to the ability and development of existing businesses to be able to help the poor in real terms through lending patterns and assistance to those who need and deserve assistance and the fourth stage of the program is welfare/independence.

The network becomes the third aspect studied in order to obtain an overview of the existence of local organizations in community empowerment in the Village. Referring to the opinion of Edi Suharto (2003), social networks or networks are important elements in the development and empowerment of communities, including in designing poverty reduction strategies at the local level. Likewise, what can be described based on the results of research in the village, the network built by LPM has had a

significant impact on LPM's accessibility to various development programs and community empowerment. In contrast to the results of Fitriyani's (2015) research on Social Networking in the Savings and Loans National Program for Community Empowerment Rural (PNPM-MP), which indicates that the network power to dominate the implementation of community empowerment, but the network power is too strong a negative impact on the continuity of the program, because it can not create a sense of awareness and concern of both the members of the group, the board of SPP PNPM, as well as village officials. It can be interpreted that power if it is not applied following the principles of empowerment, it can not bring a positive influence on the achievement of the objectives of community empowerment.

## CONCLUSION

Research on the role of local institution in community empowerment in the village takes place in the Community Empowerment Institute (LPM) by reviewing it in three variables. First, The leadership style variable shows that the most dominant leadership style is participatory leadership style, where the LPM Chairman gives many opportunities to the LPM administrators to provide their aspirations ranging from planning to implementation and monitoring and evaluation; Second, the empowerment process was also carried out in accordance with the rules of the stages of the empowerment process; Third, the network built leads to a power network. Where in the power network, social relations between parties that build power-charged networks.

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