The Role of Informal Leadership Social Capital on Absorptive Capacity in Pare Course Institutions

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Abstract

Bitter melon course institutions are targeted in order to achieve the internationalization class target, bitter melon course institutions must be able to make learning and change quickly, where absorptive capacity is one of the important factors. The speed of the learning process is not only influenced by the organization's ability to absorb knowledge. Harmonious interaction within and between sub-units will smooth the knowledge transfer process within the organization. Previous research on absorptive capacity and social capital of informal leadership has not been explicitly explained. Previous research is also generally carried out in companies or industries that are commercial in nature, while this research is carried out at bitter melon course institutions which are non-profit organizations. To fill the research gap, this study explains how the role of Informal Leadership Social Capital in launching the absorptive capacity process in bitter melon course institutions. This study used a qualitative single case approach. The data used were obtained from the results of semi-structured interviews, organizational documents, and information documentation from a number of official websites. Data processing and analysis are carried out simultaneously with data collection. The data is analyzed using the within-case analysis technique, where all the details of the case will be written down. From decrypting these details will be obtained familiarity with data that allows researchers to structure the data. From the results of the study, a model of manifestation of the role of Social Capital of Informal Leadership in the process of absorptive capacity in the organization of bitter melon course institutions was produced. The rise of the internationalization process among bitter melon course institutions makes bitter melon course institutions have to learn from each other and carry out the process of isomorphism. Social Capital Informal Leadership and absorptive capacity are very important concepts to understand so that bitter melon course institutions can carry out the isomorphism process.

Keywords: *Social Capital, Structural Informal Leadership, Relational Informal Leadership, Social Capital Cognitive, Informal Leadership, Absorptive Capacity.*

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Introduction

Absorptive capacity is an organization's ability to identify new external information values, assimilate them and apply them to the commercial stage (Shahzad et al., 2020). Those three dimensions include not only the ability to replicate other organizations' products or processes but also the ability to leverage less commercially focused knowledge, such as scientific research (Zou et al., 2018). Developing and maintaining absorptive capacity is critical to the long-term survival of organizations. Successful absorptive capacity can also strengthen, complement, or refocus an organization's knowledge base (Song et al., 2018). Unlike "learning by doing," which allows companies to get better at what they already do, absorptive capacity allows organizations to learn to do something very different (Zhang et al., 2020).

Aljanabi, (2018) introduce a construct that discusses why some organizations are willing to bear the substantial long-term costs of developing absorptive capacity while others are not. Rojo et al., (2018) argue that an organization's willingness to invest in creating absorptive capacity is influenced by its perception of incentives for learning in its environment. This perception, in turn, is a function of several exogenous factors for the organization. Flor et al., (2018) show that the scope of technological opportunities varies with the amount and value of knowledge available in the external environment (Müller et al., 2021). The more knowledge available and the greater potential of knowledge to improve the performance of existing technologies, the greater the incentive for that organization to invest in R&D (research and development) (Khan et al., 2019).

The absorptive capacity of an organization depends not only on the direct relationship of the organization with the external environment, but also depends on the transfer of knowledge between and within sub-units (Kale et al., 2019). Therefore, to understand the source of absorptive capacity of an organization, it is necessary to understand the structure of communication between the external environment and the organization, the structure of communication between subunits in the organization and the character and distribution of expertise in the organization (Božič & Dimovski, 2019). To create an effective communication structure, an organization needs to develop Informal Leadership Social Capital, both between the organization and the external environment, between subunits within the organization and between individuals within each subunit in the organization (Bjorvatn & Wald, 2018).

According to Najafi-Tavani et al., (2018), an organization's ability to assess and obtain external knowledge does not guarantee exploitation of that knowledge. In exploiting knowledge, sharing of relevant knowledge among organizational members is needed to produce mutual understanding and comprehension Gölgeci & Kuivalainen, (2020). In the model proposed, Limaj & Bernroider, (2019) propose the existence of a social integration mechanism to facilitate knowledge sharing to produce the transformation and exploitation of knowledge. Social integration mechanisms are described as factors that contribute to knowledge processing by providing various ways to distribute information and gather interpretations across organizations (Xie et al., 2018). These social integration mechanisms can be informal (e.g. social networks) or formal (e.g. coordination) (Solís-Molina et al., 2018). With this social integration mechanism, it is expected to reduce the gap between PACAP (Potential Absorptive Capacity) and Realized Absortive Capacity (RACAP), thereby increasing efficiency factors (Miroshnychenko et al., 2021). Organizations that have a good RACAP tend to achieve competitive advantage through innovation and product development. Meanwhile, organizations that have a good PACAP tend to be able to maintain their competitive advantage because they are more flexible in reconfiguring their resources (M. Ali et al., 2018).

Schweisfurth & Raasch, (2018) explain that the characteristics of an organization's social integration mechanism will have mixed effects on Crescenzi & Gagliardi, (2018) for using social interaction mechanisms as facilitators of the transition from RACAP to

PACAP. If we go back to the original definition of absorptive capacity proposed by Cohen & Levintal (1990), then social integration as a contingency factor should affect all stages of absorptive capacity.

Naqshbandi & Tabche, (2018) illustrates that social interaction is critical in enabling individual actors with diverse knowledge to participate in knowledge transformation for local contexts. This suggests that social interaction not only facilitates absorptive capacity at the organizational level Mahmood & Mubarik, (2020), however is a prerequisite for it. Social interaction performs a key role linking the absorptive capacity of individuals with the absorptive capacity of organizations.

Despite differences of opinion on the role and effect of social integration mechanisms on absorptive capacity between Santoro et al., (2020), a number of studies have used Informal Leadership Social Capital as a social integration mechanism in the absorptive capacity model (Albort-Morant et al., 2018). Research on Social Capital Informal Leadership and absorptive capacity that has been carried out is generally carried out in high-tech industries (such as bio-technology and pharmaceutical companies), at the level of organizational analysis and is inter-organizational, namely in several business companies that join a supply chain or are in the same business district (Ali et al., 2018).

Informal leadership is a social relationship that can produce resources to be utilized for the benefit of an individual both now and in the future (Chaffin et al., 2019). These resources are not material objects or within members of a social network. However, Informal Leadership Social Capital is generated and contained in social relationships. Informal leadership is a unique form of social relations which is an investment strategy that is carried out consciously or unconsciously and aims to generate benefits for an individual now and in the future (Mercader-Rubio et al., 2023).

In their theoretical model, Van De Mieroop et al., (2020) show how the Social Capital of Informal Leadership can facilitate value creation by an organization. Departing from the opinion of Oedzes et al., (2018) that value creation arises from the combination and exchange of resources, identify three dimensions of Informal Leadership Social Capital, namely structural, relational and cognitive.In organizations (especially large and complex organizations), a shared vision and/or a set of common values can help develop the Social Capital of Informal Leadership, which in turn can facilitate individual and group actions that benefit the organization as a whole (Udedibia, 2019). Structural informal leadership describes the interpersonal configuration of relationships between individuals or units. This concept refers to the overall pattern of relationships. Components in this concept include: the presence or absence of network ties between actors, network configuration which describes relationship patterns in terms of density, connectivity and hierarchy, and appropriable organization which indicates the existence of networks that are created for one purpose but can be used for other purposes (Gordon et al., 2020). Informal relational leadership describes the types of personal relationships built through historical interactions. This concept focuses on certain relationships that a person has that influence his behavior. Components in this dimension include: trust and trustworthiness, norms and sanctions, obligations and expectations, and identity and identification. Informal cognitive leadership refers to resources that provide shared representation, interpretation, and systems of meaning among actors. Components in this dimension include: shared codes, language and shared narratives (Briker et al., 2021).

From a number of previous research literature, both from a theoretical and empirical perspective, it can be seen that the research gap that the discussion of absorptive capacity has not explained explicitly about the issues of social integration mechanisms, especially the structure and internal informal networks of organizations. The results of bibliometric analysis of (Rigby, 2016) show that there is still a lack of research that explains the process of knowledge absorption at the level of individual and group analysis. As a result, understanding of the processes that link knowledge at the individual

and group level with knowledge at the organizational level is still very limited. Discussion on issues of social integration mechanisms, especially informal structures and networks within organizations, is also limited although it is recognized that networks owned by individuals play an important role in absorptive capacity. Leino, (2022) then concluded that specific theoretical development and research are still needed on the impact of informal structures and networks on absorptive capacity. Referring to the research gap, this study will explore the informal structure and network of organizations in the absorptive capacity process (Miles & Markgren, 2023).

Previous studies on Social Capital Informal Leadership and absorptive capacity were generally conducted in high-tech industries (such as bio-technology and pharmaceutical companies), at the level of organizational analysis and inter-organizational, i.e. in several business enterprises that joined a supply chain or were in the same business district (Apaydin et al., 2020). While this study focuses more on informal organizational structures and networks at each stage of absorptive capacity. In addition, this research was conducted in bitter melon course institutions, especially state bitter melon course institutions in Indonesia, which have different characteristics from business companies. First, bitter melon course institutions are relatively non-commercial so they have a different corporate culture from commercial enterprises in general. Second, social integration mechanisms commonly applied in commercial companies in the form of quality circles, job rotation, participation in decision making, cross-functional teams and self-managing Högfeldt et al., (2018) may not necessarily be applied in bitter melon course institutions consisting of several faculties with different fields of science. Teaching staff will be placed in faculties that are in accordance with their expertise and fields of knowledge, so it will be difficult to rotate to other faculties with different fields of science. Third, with the variety of fields of science (faculties) owned by one bitter melon course institution, it is difficult to determine the equivalent definition of knowledge used in the absorptive capacity process. In previous research that generally focused on hi-tech, pharmaceutical, or bio-technology companies Ringling et al., (2020), the definition of knowledge has not been clearly defined, and is generally operationalized as the R&D intensity of a company or the number of patents generated.

To answer the research gap above, this study will use qualitative research methods to explore informal organizational structures and networks in the process of absorptive capacity in bitter melon course institutions. Qualitative research methods are chosen because by using qualitative research methods will gain a deeper understanding of the dynamics that occur informal structures and networks

Literature Review

Absorptive capacity

Absorptive capacity is one of the important constructs in organizational research. Introduced by Cooper & Molla, (2014), absorptive capacity refers to one of an organization's fundamental learning processes: its ability to identify, assimilate, and exploit knowledge from the environment. Those three dimensions include not only the ability to replicate other organizations' products or processes but also the ability to leverage less commercially focused knowledge, such as scientific research. Unlike "learning by doing" which allows organizations to get better at what they already do, absorptive capacity allows organizations to learn to do something very different (Butler & Ferlie, 2020). Developing and maintaining absorptive capacity is critical to the long-term survival and success of an organization because absorptive capacity can strengthen, complement, or refocus an organization's knowledge base. In Griffith et al., (2003) introduced a construct that discussed why some organizations were willing to bear considerable long-term costs of developing absorptive capacity while others were not. Lane & Lubatkin, (1998) argue that an organization's willingness to invest in creating

absorptive capacity is influenced by perceptions within its environment of incentives for learning. This perception, in turn, is a function of several exogenous factors for the organization. Cohen and Levinthal point out that the scope of technological opportunities varies with the amount and value of knowledge available in the external environment. The more knowledge available and the greater the potential for knowledge to improve the performance of existing technologies, the greater the incentive for that organization to invest in R&D (Wesley M. Cohen & Daniel A. Levinthal, 1990)

Defines absorptive capacity as an organization's ability to assess, assimilate, and commercially utilize new external knowledge. They show that absorptive capacity is a byproduct of previous innovation and problem solving. In addition, the absorptive capacity of the organization itself also depends on the absorptive capacity of individual members of the organization. Thus, an organization's absorptive capacity development (1) is based on previous investments in each member's absorptive capacity, (2) tends to develop cumulatively and becomes path dependent, and (3) depends on the organization's ability to share knowledge and communicate internally (Nicholas Roberts, Pamela S. Galluch, Michael Din, 2013). This last point is very important, because new knowledge can be acquired by one part of the organization, but it is more profitable if applied by another. Thus, relevant knowledge that is the basis of absorptive capacity also includes awareness of the knowledge that the organization already has, where and how that knowledge is used (Nguyen et al., 2009).

Vasconcelos et al., (2019) define absorptive capacity by means that all four organizational capabilities: acquiring, assimilating, transforming, and exploiting knowledge, build on each other to produce absorptive capacity, dynamic capabilities that affect an organization's ability to create and apply knowledge necessary to build other organizational capabilities (e.g., marketing, distribution, and production). These diverse capabilities provide the basis for organizations to achieve competitive advantages that result in superior performance Easterby-Smith et al., (2008) also argue that organizational capabilities in terms of pursuing, developing, and using knowledge vary. This variability provides the basis for developing different types of competitive advantages.

Social Integration Mechanism

According to Ortenzi et al., (2007), the relationship between PACAP and RACAP is moderated by the mechanism of social integration of an organization. Kumar & Seth, (2001) do not provide a formal definition of the mechanism of social integration. Social integration mechanisms are described as factors that contribute to the knowledge process by providing various means of information dissemination and collection of interpretations throughout the organization (Duchek, 2013).

Harvey et al., (2015) propose that the use of social integration mechanisms lowers the barriers between assimilation and transformation and, thus, increases absorption. Social integration mechanisms connect members of the organization so as to make them aware of the type of data that constitutes their PACAP and encourage information processing activities that apply this knowledge (Jaider Vega-Jurado, 2008). Social integration mechanisms facilitate the distribution of knowledge within an organization and, at the same time, facilitate the process of combining this knowledge with existing skills and experience (Gebauer et al., 2012). These mechanisms promote the free flow of information, allowing companies to transform and exploit that information more efficiently (Camisón & Forés, 2010).

According to (Kostopoulos et al., 2011), the mechanism of social integration is likely to affect all stages of absorptive capacity, not just one stage. Social integration mechanisms influence the social interactions and knowledge processes that occur between members of an organization and among organizations. As a result, not only knowledge assimilation, as proposed by Fosfuri & Tribó, (2008), but also other components of absorptive capacity, such as the ability to identify new external knowledge, which requires investment in

social networks and social integration initiatives. According to Jiménez-Barrionuevo et al., (2011), weak ties are efficient for sharing new knowledge because they provide access to new information by connecting individuals and groups. Thus, not only strong ties, but weak ties can also positively affect the absorption of new knowledge (Patterson & Ambrosini, 2015). Noblet et al., (2011) further developed on weak ties and strong ties, and found that both ties can be beneficial to organizational knowledge processes depending on two contingencies: the type of knowledge process and the degree of complexity of knowledge. Strong ties and the use of social integration mechanisms will be emphasized by complex knowledge conditions and by knowledge transfer. However, strong ties can hinder the entry of new knowledge by limiting the search process. In the case of the search process, as well as in the case of simple knowledge, weak ties are more effective and social integration has a negative moderating effect on the relationship between absorptive capacity and innovation outcomes. Volberda et al., (2010) argue that social integration mechanisms affect all components of absorptive capacity and that influences can be either negative or positive influences according to new types of knowledge and types of knowledge processes.

Social integration mechanisms play a multifaceted role that promotes the acquisition, assimilation, transformation, and exploitation of knowledge within firms (Qian & Acs, 2013). Social integration is essential in enabling individuals with diverse knowledge to participate in organizational knowledge transformation (Peters & Johnston, 2009). Social integration mechanisms can be formal or informal mechanisms, but are generally associated with practices such as job rotation, quality circles, problem-solving methodologies Yusr, M. M., & Othman, (2011), forms of fishing participation Vanhaverbeke et al., (2011), and the use of cross-functional and self-managing teams that enable organizational members to improve performance (Addorisio et al., 2014). Theoretically, social integration indicates the principles by which individuals (actors, agents or subjects) are bound to each other in social space and refers to the relationship between actors, i.e. how actors (agents) accept social rules (Shahzad et al., 2020). The integration of a social system indicates the mutual interaction of certain segments of the social structure. Apart from the direct meaning of 'integration' as a word, it does not mean that this relationship or interaction is harmonious. Integration also includes conceptions of conflict and order, so that the same concepts can be applied to establish the stability of social relations and compensate for the balance among different social units and groups. In a broader sense, the term integration is used to define the development that determines the relationship of various related elements to an entire system, community or other social unit (Flor et al., 2018).

Social Capital of Informal Leadership

According to Torres et al., (2019), social integration can be explained using three concepts namely social participation, social exclusion and Informal Leadership Social Capital. Informal leadership is a social relationship that can produce resources to be utilized for the benefit of an individual both now and in the future (Igalla et al., 2020). These resources are not material objects or within members of a social network. However, Informal Leadership Social Capital is generated and contained in social relationships. Informal leadership is a unique form of social relations which is an investment strategy that is carried out consciously or unconsciously and aims to generate benefits for an individual now and in the future (Oh et al., 2004). Different from human capital which is a combination of attributes, skills or experiences of a person, Informal Leadership Social Capital is the value and benefits, both actual and potential, resulting from one's social interactions (Wu, 2021). Informal leadership can interact with human capital and financial capital. The benefits resulting from Informal Leadership Social Capital are also often in the form of human capital and financial capital (Murray et al., 2020).

Types of Social Capital Informal Leadership

Various literature classifies Social Capital of Informal Leadership in various groups Johnson et al., (2015), among others:

1.   Structural and cognitive social capital.

Informal structural leadership deals with patterns of social networks and other structures, which have rules, procedures and precedents governing them. Informal cognitive leadership consists mainly of a set of norms, values, attitudes and beliefs of individuals related to trust, reciprocity and cooperation (Recuero et al., 2019). Structural informal leadership provides benefits to the perpetrators, for example in finding work, obtaining information or accessing certain resources (Amoako-Gyampah et al., 2018). Cognitive informal leadership that is subjective and intagible tends to encourage a person to take mutually beneficial collective actions through shared values and attitudes (Oh et al., 2006). Tasheva & Hillman, (2015) explains that participation in social networks and voluntary organizations will form habits of cooperation, solidarity and civic-mindedness, and will encourage the building and spreading of trust. Therefore, the Social Capital of Informal Leadership can be understood from both these interconnected and influencing structural and cognitive dimensions (Green & Brock, 2005).

2.   Bonding, bridging and linking social capital

From the perspective of social cohesion, Informal Leadership Social Capital can be divided into three main forms, namely bonding, bridging and linking social capital (King et al., 2019). Bonding social capital shows the bond between people who are very close and know each other, for example immediate family, close friends and neighbors. Often people in a bonding network share key personal characteristics (such as social class, race, ethnicity, education, age, religion, gender, and political affiliation). These groups are more inward-looking, protective, and exercise closed membership, so as both to underlie that reciprocity and mobilize informal solidarity (White et al., 2016). Bonding social capital encourages the formation of communication and relationships needed to achieve common goals. Bridging social capital refers to more distant relationships such as, such as friendships and co-workers. Often people in bridging networks differ in key personal characteristics. The group is more outward-looking, civically engaged, narrowing the gap between different communities and is open membership, and, therefore, it is important to organize solidarity and pursue common goals (Villalonga-Olives et al., 2018). Bridging social capital is essential to solving societal problems by helping people get to know each other, build relationships, share information, and mobilize community resources.

Linking social capital refers to relationships and networks between individuals and groups occupying very different social positions and power, reaching different people in different situations, such as those who are completely outside the community. Linking social capital can involve networks and ties of certain communities with the state or other institutions. These three forms of Informal Leadership Social Capital can provide different functions. Social capital bonding can act as a social safety net; Bridging social capital among diverse people can provide links to institutions and systems as well as enable people and communities to utilize the various resources available in society. In practice, social bonds can be 'bonding' on one side as well as 'bridging' on the other. These differences are helpful for understanding about the different types of social relationships between people in society and the outcomes of those relationships (Musavengane & Kloppers, 2020).

3.   Strong and weak ties

Pham & Talavera, (2018) distinguishes the Social Capital of Informal Leadership based on the strength of social ties. Strong ties refer to close, persistent and binding relationships, such as those between family and close friends. Weak ties refer to relationships that are more causal, temporary, and contingent, such as those found in

people of different backgrounds and friends from different social groups. Strong ties arise from affection, willingness to help and understanding of each other. Strong ties create high solidarity and offer personal support, while weak ties are more widely used for informational support. Weak ties connect people to the wider community and broader resources (Berraies et al., 2020), by acting as a conduit in mobilizing resources, ideas and information to encourage collective action within the community.

4.   Horizontal and vertical social capital

Han et al., (2020) distinguish Social Capital of Informal Leadership based on horizontal and vertical networks. Informal horizontal leadership refers to lateral bonds between people of different hierarchies and powers. This horizontal Informal Leadership Social Capital operates through shared norms and values, while the vertical Informal Leadership Social Capital operates through a formal hierarchical structure. Just like bonding and bridging social capital, horizontal informal leadership involves diverse groups of people and serves to build connections and common goals among community members through civic engagement. Meanwhile, just like linking social capital, the Informal Leadership Social Capital vertical builds members' relationships with community leaders and decision makers, and creates an environment for social change through law and policy. A number of literature also distinguishes several other types of Informal Leadership Social Capital. For example, Meyer, (2018)use the concepts of Informal Leadership Social Capital formal (membership in a social group and organization) and informal (the relationship of social information with extended family, friends, neighbors, and co-workers), or Delilah Roque et al., (2020) which distinguishes Informal Leadership Social Capital into civically-engaged and open membership Informal Leadership Social Capital (protective and protective) and Social Capital of Informal Leadership that is closed (protective and apply closed membership). These different types, characteristics, and functions of Informal Leadership Social Capital show how Informal Leadership Social Capital can be operationalized and measured in a variety of ways.

Social Capital Analysis Level of Informal Leadership

Social Capital Informal Leadership exists in a variety of different hierarchies in society. Therefore, the Social Capital of Informal Leadership can be measured and analyzed at different levels. From the perspective of level analysis, the discussion of Social Capital of Informal Leadership can be grouped into two categories, namely: individual and collective levels; and micro, meso and macro levels (Li, 2007).

Social Capital Informal Leadership at individual and collective levels.

Some authors consider Informal Leadership Social Capital to be an individual good attribute, while other authors consider Informal Leadership Social Capital to be at the community level (collective good). Masud-All-Kamal & Monirul Hassan, (2018) considers the Social Capital of Informal Leadership to be at the individual level. Coleman (1990) although views the Social Capital of Informal Leadership as an element of social structure, it conceptualizes the Social Capital of Informal Leadership on the lebel of the individual. Grilli et al., (2018) discuss the Social Capital of Informal Leadership at the collective level. Informal Leadership Social Capital has individual and aggregate components Neumeyer et al., (2019), where the foundation of Informal Leadership Social Capital is in the group, but Informal Leadership Social Capital can be used by the group as a whole as well as by individuals in the group (Baranik et al., 2018).

Informal leadership is a person's potential to activate and effectively mobilize a network of social connections based on mutual recognition and maintained by symbolic and material exchange (Birasnav et al., 2019). The basic premise of individual-level Informal Leadership Social Capital is that it is individuals who create, maintain and ultimately benefit from Informal Leadership Social Capital. The individual is the natural unit of observation and measurement of social capital. According to Shaw et al., (2005), the

strength of the concept of Informal Leadership Social Capital of individuals comes from the premise that individuals use Informal Leadership Social Capital as a means of goal achievement. Informal leadership emphasizes the active role of an individual, rather than the constraining effect of social structure. Lin, (1999) identifies three dimensions of individual Informal Leadership Social Capital, as follows: 1) is an individual asset; 2) some aspects of these assets are inherent to the individual and can be improved by individual actions; and 3) can be intentionally used to improve one's market and non-market position. The extent to which one has access through the Social Capital of Informal Leadership, depends on one's connections, the strength of those connections, and the resources available to those connections (Tsai & Ghoshal, 1998). Meanwhile, a number of experts argue that the Social Capital of Informal Leadership has not only an individual aspect, but also a collective aspect, for example (Gölgeci & Kuivalainen, 2020). As an attribute of a society, Informal Leadership Social Capital refers to the quality of networks and relationships that enable individuals to cooperate and act collectively (Torres et al., 2019). This collective view emphasizes the Social Capital of Informal Leadership as a commonly produced and owned good, which the whole community can benefit from. The underlying premise is that since to form one social relationship it takes two or more individuals, the capital formed is not at the individual level, but is between actors, and will provide benefits to all actors, both individually and collectively. Here, the collective Informal Leadership Social Capital presents a collection of valuable resources from members interacting in the network. At this collective level, the Social Capital of Informal Leadership is often represented by norms, beliefs, and social cohesion, due to the quality of networks and relationships (seen from beliefs, norms, rule of law, and so on) that foster cooperation and collective action of individuals (Oh et al., 2004).

Social networks and participation can be thought of as attributes of the Social Capital of individual Informal Leadership, while beliefs and norms relate more to the attributes of the Social Capital of collective Informal Leadership. In this case, the Social Capital of Informal Leadership consists of individual and collective attributes, where institutionalized social relations with inherent resources can benefit both the community and individuals in that society (Wu, 2021). Social Capital Informal Leadership at micro, meso and macro levels.

Informal leadership at the micro level consists of norms, values and networks of horizontal relationships between individuals, households and neighbors. Informal leadership at the meso level involves a network of vertical relationships and a network of associations that facilitate interaction among groups, communities, companies and NGOs. At the macro level, the Social Capital of Informal Leadership consists of formal institutional relationships and structures governing political regimes, civil society, the rule of law and governance (Murray et al., 2020). If the micro level views Informal Leadership Social Capital as an individual asset, and the macro level views Informal Leadership Social Capital as a collective asset, then the meso level views Informal Leadership Social Capital as both an individual asset and a collective asset. Social Capital Informal Leadership at the micro level includes norms, values and networks of horizontal relationships among individuals, households and neighbors that facilitate interaction between these actors. Meso-level Informal Leadership Social Capital encompasses vertical relationships and association networks that facilitate interaction between groups, communities, and firms. Informal Leadership Social Capital at the macro level includes formal institutional relationships and structures that manage political regimes, civil society, the rule of law and government. Thus, it can be concluded that the micro approach emphasizes the nature and form of cooperation behavior, the meso approach emphasizes the structure that allows cooperation to occur, while the macro approach emphasizes the conditions (both supportive and unsupportive) of cooperation. This means that the Social Capital of Informal Leadership can be measured and analyzed at many levels. Basically, this hierarchical difference in Informal Leadership Social Capital is a

combination of cognitive (micro), structural (meso), and institutional (macro) aspects of Informal Leadership Social Capital. Thus, social capital operates, both individually and collectively, at different levels and each level delivers different outcomes and has different implications for public policy (Johnson et al., 2015).

Social Capital Aspects of Informal Leadership

Recuero et al., (2019) describes three inseparable aspects of Informal Leadership Social Capital, namely: (1) obligations, expectations, and trustworthiness of social relationships; (2) informational channels; and (3) norms and effective sanctions. Liabilities are a measure of an exchange. The concept is almost the same as money in the context of financial capital. Information is an interchangeable product within an Informal Leadership Social Capital commitment. Trusts, information channels, norms and sanctions form the framework within which the Social Capital of Informal Leadership occurs. Without these three aspects, the Social Capital of Informal Leadership will be destroyed. Amoako-Gyampah et al., (2018) classifies the Social Capital of Informal Leadership into trusts, network structures, and norms that encourage cooperation between actors for mutual benefit. Oh et al., (2006) also points out that formal membership, public participation, social beliefs and altruism are some indicators of the Social Capital of Informal Leadership. Tasheva & Hillman, (2015) adds that in addition to being the primary form of Social Capital of Informal Leadership, trust can also be accumulated by working together in a network of public participation. Green & Brock, (2005) research discusses the Social Capital of Informal Leadership which is classified into trust, participation in networks, reciprocity, habits, social agents and social norms. King et al., (2019) use indicators of group membership. Informal leadership can be explained through three constructs consisting of: mutual trust, associational activities or membership and civic norms.

1.   Belief

Trust can be divided into two types, namely: generalized trust and institutional trust. Common trust shows how the level of trust among people themselves. General trust describes aspects of interpersonal trust that are assumed to reduce uncertainty and facilitate interaction and communication between the two parties (Villalonga-Olives et al., 2018). The second type, institutional trust, shows how the level of public trust in organizations and institutions. Institutional trust describes the deterrent or preventive aspect of a trust (Musavengane & Kloppers, 2020). This preventive aspect trust relates to the belief that there is an efficient sanction mechanism in place in case of breach of agreement or contract. This belief allows cooperation and agreement or contract (Pham & Talavera, 2018). Previous research has shown that trust and honesty can reduce transaction costs, produce reciprocal relationships more efficiently, and reduce friction in social life thus trust is considered a major feature in social exchange and communication (Berraies et al., 2020).

2.   Group Activities

Associational activities are the tendency of community members to voluntarily engage in various types of organizations. This reflects the proximity to the social network and the level of openness of the network. Research shows that closed social networks and have strong ties will have a positive impact on the process of forming trust, cooperation and interaction. Han et al., (2020) also add that the benefits of involvement in social networks cannot be obtained by passive membership alone. Thus, group activity cannot be measured only from the number of organizations participated, but by taking into account the level of involvement in the organization (active membership).

3.   Norm

Community norms are the tendency of community members to work together and put the public interest above their own. This informal mechanism often occurs together with group activities, because community members who want to improve social conditions

tend to be more involved in various activities, more willing to share information, ideas and knowledge (Meyer, 2018).

Social Capital Dimensions of Informal Leadership

This study uses three dimensions of Social Capital of Informal Leadership referring to (Delilah Roque et al., 2020). Departing from the opinion that value creation arises from the combination and exchange of resources, Li, (2007) identify three dimensions of Social Capital of Informal Leadership, namely: structural, relational, and cognitive dimensions. Each dimension is used as a different construct, because although there are several interrelated dimensional characteristics, it still has its own uniqueness.

1.   Social Capital of Structural Informal Leadership

Informal Leadership concerns the properties of the social system and the network of relationships as a whole Green & Brock, (2005). Informal structural leadership includes network components and aspects such as the presence or absence of relationships between parties, network configuration (such as hierarchy in an organization), and concepts such as relationship density, structural holes in the network, presence or absence of network relationships between different people, formal and/or informal network configuration, and network density and connectivity. According to Urbano et al., (2021), actors on opposite sides of structural holes operate in different information circles, and thus, there are values in those separate ranges of information circles. The incorporation of information from these separate information flows will offer the potential for innovation and the creation of new intellectual capital. The properties in and of this bond self alone cannot generate Informal Leadership Social Capital, but these bonds can facilitate Informal Leadership Social Capital only when they work in conjunction with relational and cognitive dimensions. Structural bonding alone cannot bridge separate information flows effectively, because the establishment between two networks requires more than just a bridge of bridging structural relationships, but also requires attributes such as facilitating trust, collaborative alignment, and shared interpretation.

2.   Social Capital of Relational Informal Leadership

Informal relational leadership is related to the type of personal relationships that have been developed through the history of interaction. This relational informal leadership includes the characteristics and qualities of individual relationships. Therefore, issues such as shared history, trust, respect, and friendship are important. The character and quality of relationships between individuals are often characterized by the trust, cooperation and identification that certain individuals have in the network of relationships. Interactions between individual actors are strongly influenced by relationships and exchange histories between specific individuals (Oh et al., 2006).

3.   Social Capital Cognitive Informal Leadership

Informal cognitive leadership provides a shared representation, interpretation, and system of meaning between the parties involved. This dimension encompasses the shared meaning and interpretation between the parties in a relationship. Informal cognitive leadership captures the concepts of shared norms, systems of meaning, and values, and has a direct impact on relationship development. The Social Capital of Informal Cognitive Leadership is embodied in the shared vision and collective goals of organizational partners and is formulated by shared perceptions, expectations and interpretations. Relationships developed with shared norms and values can be expected to be stronger (Li, 2007). Assert that if there is alignment in goals and values, and interpretations are shared by and across organizational partners, then this cognitive capital becomes continuous, cumulatively supportive, and self-reinforcing. The cognitive dimension reflects the concept that separate networks or communities develop unique terms, acronyms, interpretations of numbers and concepts. The cognitive dimension captures the essence of the importance of actually sharing information with shared meaning among network

actors. Different who do not explicitly show these three dimensions of Informal Leadership Social Capital are interrelated, the research shows that these three dimensions of Informal Leadership Social Capital are related. Show that the structural and cognitive Social Capital of Informal Leadership influences the Social Capital of Relational Informal Leadership. Proposes the proposition that the Social Capital of structural Informal Leadership affects the Social Capital of relational Informal Leadership and the Social Capital of cognitive Informal Leadership, as well as the Social Capital of Cognitive Informal Leadership affects the Social Capital of Relational Informal Leadership. Research shows that Informal Leadership Social Capital is structural and relational affects Informal Leadership Social Capital cognitively. Various theories about Informal Leadership Social Capital that have been described above are the basis for this study to be able to analyze Informal Leadership Social Capital from three levels, namely individual, group and organizational levels. Analysis at these three levels uses a three-dimensional perspective, namely Social Capital Informal Leadership structural, relational, and cognitive, referring the three dimensions proposed were chosen because they are one of the most widely used concepts of Informal Leadership Social Capital in management literature (Birasnav et al., 2019).

Informal Leadership

Informal leadership is one who does not get an appointment as a leader; But because he possessed a number of superior qualities, he attained the position of a person capable of influencing the psychic condition and behavior of a group or society. Informal leadership occupying a position as a leader in the community is obtained not through an official or formal appointment, but informal leadership is made a leader by the community due to the superior qualities possessed by a person both in terms of wealth, knowledge, experience and strength possessed. Examples of informal leadership in society such as community leaders, women figures, youth leaders, clerical figures may even be categorized as terminal thug leaders can also be included as informal leaders (Chaffin et al., 2019).

Characteristics of Informal Leadership:

1. It has no formal appointment or legitimacy as leader;

2. The people's group or society appoints itself and recognizes him as a leader;

3. He does not have the support of a formal organization in carrying out his leadership duties;

4. Usually get no reward for merit;

5. Non-mutable;

6. If he makes a mistake, he cannot be punished; It's just that people's respect for him has decreased.

Mediation Role Informal Leadership Status

Serving in an informal leadership role reflects to some extent a person's central position in the work team which in turn can bring the person more opportunities to engage in social interaction with other members and thus access to psychological, economic, information, and social resources. Therefore, in work teams members with informal leadership status have more access to resources than other team members. The lucrative role of such resources in encouraging individual creativity. With access to resources such as information and knowledge, informal leaders are likely to be exposed to new ideas and alternatives, develops new solutions in the workplace and feels comfortable taking necessary risks (He et al., 2022). Because of the informal leader's central position in social networks, they can benefit from social resources shared and exchanged within teams and feel excited by their involvement in creative work. Thus, informal leaders'

access to multiple sources plays an important role in the development of creativity and we believe that with informal leadership status in work teams they usually show higher levels of creativity than other team members. In short, by adopting a social perspective on creativity, we highlight the role of the proactive personality in the development of creativity through social interaction and the improvement of social status that is: informal leadership status and thus provide another possible basic mechanism in the positive relationship between proactive personality and individual creativity. Thus, mediating informal leadership status in the positive relationship between proactive personality and individual creativity (Mercader-Rubio et al., 2023).

Research Methods

Selection of Research Approach

This study examines in depth how networks, informal leadership and ecology of population organizations play a role in launching organizational dynamics that survive in the English Village of Pare. Exploration is carried out to reveal more in-depth data about the problems studied. According to Creswell, (2013), Exploration in a study is needed to study a particular group or identify variables that are not easily measured, so as not only to use information in the literature or rely on the results of other research studies. Lincoln, (2007) The purpose of qualitative research is to gain fundamental understanding through first-hand experience and actual conversation records. Thus, qualitative research seeks to understand how participants take meaning from their environment and how those meanings influence their behavior.

Qualitative Research Model Selection

This research determines the case study model. In this study, the case study becomes a qualitative research model that is suitable to answer research questions about how networks, informal leadership and ecology of population organizations play a role in launching organizational dynamics that survive in the English Village of Pare. The research questions formulated in this study are contemporary, meaning that the problem is happening when the research is done and has a perceived impact at the time the research is conducted. According to Yin, (1994), When the problem under study is related to the present or has an impact that is still felt at the time of the research, an appropriate case study design is used.

Case studies by Yin, (1994) Clarified into Single Case Study and Multiple Case Study. Single case studies examine single cases that are extreme, unique, rare, so that single cases are valuable enough to be documented and analyzed (Yin, 1994; Gräbner dan Eisenhardt, 2007). Therefore, a single case study will be able to describe a phenomenon in more detail and depth (Siggelkow, 2007). Some studies that use a single case study examine a phenomenon that reflects rare or extreme circumstances (Galunic & Eisenhardt, 1996; Weick, 1993; Dutton & Dukerich, 1991). Therefore, multiple case studies are used to reveal how networks, informal leadership and ecology of population organizations play a role in launching organizational dynamics that survive in Pare.

Research Subjects

In the design of multiple case studies, theoretical sampling is adjusted to theoretical reasons (Barney G, 1967; Eisenhardt, 1989). With the number of cases studied, it is possible to choose unique, extreme or polar types. This study used multiple data collection methods, namely by semi-structured interview and documentation methods. This method was chosen with the aim of strengthening the formation of the theoretical basis by triangulation of various evidences. (Eisenhardt, 1989; Pandit, 1996).

Data Sources

a.   The selection of informants is carried out using theoretical sampling, namely informants who intensively practice, recognize, and articulate organizational knowledge (King and Zeithaml, 2003). Informants consist of rectors, vice-rectors, unit/bureau leaders, faculty leaders and study programs at bitter melon course institutions.

b.   Interviews are one of the most important sources of information in case studies (Yin, 1994). This is also confirmed by Gräbner & Eisenhardt, (2007) which suggests that interviews are a very efficient way to dig deep into empirical data. In interviews, informants will provide important information related to the topics discussed. According to Yin, (1994), The most common interview used in open-ended case studies, which allows researchers to ask informants about the facts of an event, in addition to their opinion about the event.

Interview Protocol Preparation

The interview protocol is a series of questions that guide the researcher in conducting the interview (Hesse-Biber, 2010). Interview protocols are needed to ensure that important data needed in research can be collected from informants (Christine Cross, 2006). Lebih lanjut, Christine Cross, (2006) Explain that the interview protocol is prepared based on a literature review of the topic under study. Certain issues that are not in the interview protocol may arise from informants and will be explored more deeply to complement and enrich the information obtained.

Table 1 Interview Guide Excerpt

No	Interview Questions
1.	How do you leverage the network you have to gain knowledge?
2.	Are you actively trying to build a network for gain (seek) such knowledge?
3.	Do you seek (seek) knowledge only if Have prior knowledge?
4.	How you assimilate new knowledge into the organizational context You?
5.	How do you leverage the network you have to interpret the knowledge you gained?
6.	How do you pass on the new knowledge gained to your organization?
7.	How your organization leverages internal networks and communications to interpret or interpret the knowledge gained?
8.	How your organization leverages internal networks and communications in internalizing knowledge?
9.	How your organization leverages internal networks and communications in the process of knowledge transformation?

10.	How your organization leverages internal networks and communications in the process of implementing new knowledge?

Data Validity Check (Trustworthiness)

Checking the validity of the data in this study was carried out using criteria Lincoln, (2007), Include credibility, transferability, dependability dan confirmability.

Data Coding

At this stage, data analysis was carried out to determine the unique pattern of organizational dynamics that survived in the English Village of Pare. The entire data analysis process, is carried out with the help of NVivo 12 Plus software. Using NVivo 12 Plus software, analysis of each text is carried out on selecting data, importing data, coding process, visualizing/illustrating data, analyzing and presenting data. (interview transcripts, field notes, and archival documents).

Data Analysis

The data analysis technique used in this study is theory building from case studies (Eisenhardt, 1989). These research stages refer to Eisenhardt, (1989) which is the result of a compilation of (Barney G, 1967), as follows:

1. Getting started

At this stage, the formulation of research questions and a priori constructs is carried out. The purpose of this stage is to help researchers focus and provide a better construct measurement foundation (Eisenhardt, 1989).

2. Case selection

Case determination in this study uses theoretical sampling in order to focus on efforts to complement and / or develop theories (Eisenhardt, 1989).

3. Compilation of instruments and protocols

This study uses multiple data collection methods, namely semi-structured interviews and documentation, which aims to strengthen the formation of theoretical bases by triangulating various evidences. The data obtained can be in the form of quantitative data or qualitative data, which will then be synergized (Eisenhardt, 1989). To help smooth the interview process, an interview protocol is provided. The interview protocol in this study consisted of several parts. The first part contains guidelines for equalizing understanding of research construction between researchers and informants. The second section contains an interview guide for obtaining data.

Results and Discussion

Social Capital Informal Leadership and Absorptive capacity

No organization is formed in the absence of individuals. The individual is the basic level of various organizational activities (Urbano et al., 2021). In the context of organizational learning, the absorptive capacity of the organization itself also depends on the absorptive capacity of individual members of the organization. Therefore, to be able to explain the process of absorptive capacity in an organization, this study first explains the phenomenon that occurs among individuals in the organization (Urbano et al., 2021).

At the individual level, the main absorptive capacity process is knowledge acquisition (Green & Brock, 2005). Knowledge acquisition is the stage by which an organization through its individual members identifies and acquires knowledge externally. How this external knowledge acquisition process is carried out will depend largely on the

organization's motivation to acquire new knowledge, as well as the organization's ability to see the potential for new knowledge acquisition. If the organization is able to identify new knowledge, then assess that the new knowledge has the potential to add value to the organization, then the organization will be motivated to actively move to acquire that knowledge.

If we have any interests, we gather, that's it. Commanded by Mas Adi. The first leadership is felt to have been a long time and he is tired, so we just change it. So there is no problem in the election of the village head. There is no campaign whatsoever. It was originally from a sense of family. I also do not hinder if there is a new institution established. Depending on the market formula alone, the more traders the more buyers. The more various products, the more buyers. So there is no crush here and there. There are indeed naughty ones , but I don't feel wronged. Yes no, they collaborate with each other. Know each other more or less each course. Consumers in a row already know what they are aiming for. This course is so, this course is so. It's not us who manage them, they already know, really. If someone wants to strangle, yes, they finally induct themselves. I remind you that we are both looking for food. If you want this to remain eternal, never disappoint consumers though. If you are disappointed, then your name will be bad. (BEC)

This is in line with the density value

Have the same customers, have the same merchandise, but we believe that there are sustenance that arrange individually. But the way to get closer to customers is the same. In fact, we have to share often so that both can be customers. For example, I am institution A and Mas Nafis in institution B, I use the method used by Mas Nafis in institution A while Mas Nafis in institution B. We are both looking for customers. The point is need. Mas's track record, because they previously knew each other, starting from a simple example, they had both been students or had both been tutors at the same institution. Finally decided to create its own institution, on its own. We finally know each character. (BEC)

The setting of targets by the government greatly affects the absorptive capacity process of bitter melon course institutions to seek knowledge in the process of producing various innovations to move in a better direction. As stated by Hanna et al., (2021) Zahra and George (2002), in knowledge acquisition, there are three attributes that affect absorptive capacity as a whole, namely: intensity, speed, and direction. The intensity and speed of acquiring this knowledge also determines the quality of the company's acquisition capabilities. The direction in which knowledge is collected can also affect the path of knowledge acquisition.

In the process of acquiring this knowledge, a mechanism of social integration is needed as proposed. Following a number of previous studies, this study uses social models as a mechanism that streamlines the absorptive capacity process. Leino, (2022) The Social Capital of Informal Leadership consists of three interrelated dimensions, namely: Social Capital of Structural Informal Leadership, Social Capital of Relational Informal Leadership, and Social Capital of Cognitive Informal Leadership.

The findings also show that there is an awareness of the need to build relationships between bitter melon course institutions and alumni since alumni are still students. A good relationship between lecturers and students while still actively studying is a form of organizational investment that has the potential to generate a solid network when these students graduate and enter the world of work. The utilization of the alumni network has been implemented by the bitter melon course institution. As stated by informant N.19, almost every batch already has associations and supports the activities of its faculty.

These findings suggest that mastery of shared codes and languages is not only influenced by the same work and educational background. The results of the interview showed that mastery of foreign languages, understanding of other cultures, and manners are important

assets in interacting in the international arena. These three things are important elements of cultural intelligence that become capital for individuals to be able to interact with other parties, especially those from different countries or cultures.

This is in line with a number of previous studies that show that cultural background, understanding of other cultures (cultural capital), and the ability to understand other cultures (cultural intelligence) can also affect the process of absorptive capacity (Meyer, 2018).

Discussion

Social Capital Informal Leadership and Absorptive Capacity Processes

In this section, it will be explained how the role of Informal Leadership Social Capital in the absorptive capacity process at the individual level. From the research findings described in the previous chapter V, it can be seen that individuals in their roles as members of the organization interact and establish relationships with other individuals, both inside and outside the organization. In the process of interaction, good relationships between individuals have three dimensions of social capital, namely Social Capital Informal Structural Leadership, relational social capital and cognitive social capital. Structural informal leadership is a network built by individuals, as a representation of organizations and as individuals, and formally and informally. Relational social capital is related to the quality of individual relationships characterized by trust and cooperation characterized by the formation of friendship. While cognitive social capital includes shared perceptions and interpretations, which are characterized by the existence of prior knowledge and perceptual schemas that are aligned among individuals (Shaw et al., 2005).

In the perspective of micro-foundations of dynamic capabilities, individuals or members of organizations play an important role in searching, identifying, collecting, assimilating and exploiting knowledge (Lin, 1999). Even consider individuals as stepping stones of absorptive capacity processes in organizations. In the model of integration of absorptive capacity and organizational learning proposed by Gölgeci & Kuivalainen, (2020), it can be seen that absorptive capacity that fully occurs at the individual level is an acquisition process. Also explains how individuals can act as boundary spanners or knowledge brokers between organizations and their environment.

In the knowledge acquisition stage, individuals recognize and gather information from sources outside the organization. The new external information is then translated into the context of the organization by these individuals, or passed on to others within the organization who are able to transform and exploit that knowledge. In the process of realizing the importance of knowledge and then acquiring it, this study found that there are a number of factors that are important for individuals to have, namely: networks, friendships, as well as prior knowledge and the right perceptual schema.

Network

Networks owned by individuals also play an important role in the organizational learning process, although they are informal and may not have a direct effect, The existence of networks will build trust, commitment, and the potential for increased learning between individuals in the network (Otte & Rousseau, 2002). The lack of owned networks or homogeneity in the network can limit knowledge acquisition or extend the time it takes to access knowledge.

While individuals who communicate regularly or have a strong emotional attachment tend to be more likely to share knowledge than individuals who rarely communicate or do not have emotional attachment. A higher frequency of communication will facilitate the process of knowledge acquisition thanks to the existence of relationship specific heuristics (Radomska & Wołczek, 2020), where the experience of interacting makes it

easier for people to communicate and understand each other.

Research findings show individuals use both forms of communication, both formal and informal communication. Individuals in networks who have strong ties and emotional attachments, tend to choose informal forms of communication, rather than formal forms of communication. By using informal forms of communication, individuals feel closer emotionally and therefore more easily communicate openly.

But the research findings also show how some individuals still rely on networks that are built personally and are weak ties. For example, it can be seen from the existence of informants who rely on their colleagues to interact with external parties, especially those related to regular meetings. With the relatively low frequency of communication (between three months to once a year), the relationship specific heuristic will be more difficult to build if the individuals present alternate. With the consistency of the individuals present, emotional attachment will be built between external parties and the individual, which in turn can facilitate the process of acquiring knowledge. The low frequency of these regular meetings causes the network to be considered weak ties, because as long as network members do not interact with each other, they will be exposed to a variety of information that may not be received by other network members. Regular meetings then become a forum for sharing or exchanging information.

The knowledge acquisition process is more likely to occur in networks with weak ties, where the probability of redundant knowledge is lower. In networks that have strong ties, new information or knowledge will directly flow to all network members so that the knowledge possessed by each member tends to be the same so that it is redundant (Oldham et al., 2018).

It can be concluded that both networks, both strong ties and weak ties, are important in the process of knowledge acquisition. The existence of strong ties will make it easier for individuals to communicate and acquire knowledge. While weak ties allow individuals to acquire new knowledge with a lower risk of redundant (Anderson, 2020).

Friendship

Research findings show that the concept of trust emphasized in the relational dimension of social capital Paller, (2014) is manifested in the form of friendship and kinship. This can be seen from how informants build friendships and maintain kinship by maintaining the network they have for years, starting from when the informant was still undergoing studies until now he has served in the organization.

Friendship is generally based on similarities, for example in terms of age, social class, ethnicity and so on. But in the context of modern organizations, individual opportunities to meet and interact with various circles and diverse social characteristics will be even greater. As a result, friendships are no longer based on the similarity of social characteristics alone, but rather on the similarity of work and emotional experiences formed in specific contexts, for example in the case of joint research.

Continuous interaction in a relationship will build emotional attachment and trust which is the basis of a good relationship or friendship (friendship). The underlying trust of strong ties is a prerequisite for knowledge exchange (Han et al., 2020). With trust, an individual will feel confidence to depend on other individuals. Individuals will be willing to do something for the benefit of others and expect that willingness to be reciprocal.

Previous research has shown that friendship can improve communication (Eberly et al., 2013). In addition to making it easier for fellow individuals to communicate, emotional attachment due to friendship will also motivate someone to do citizenship behavior, which is helping colleagues by sharing knowledge. Strong interpersonal relationships also facilitate the formation of trust, especially affect-based trust. Affect-based trust is built with a fairly high frequency of social interaction (Otte & Rousseau, 2002). With this trust,

individuals will be more open to individuals they trust, thus facilitating the process of knowledge acquisition.
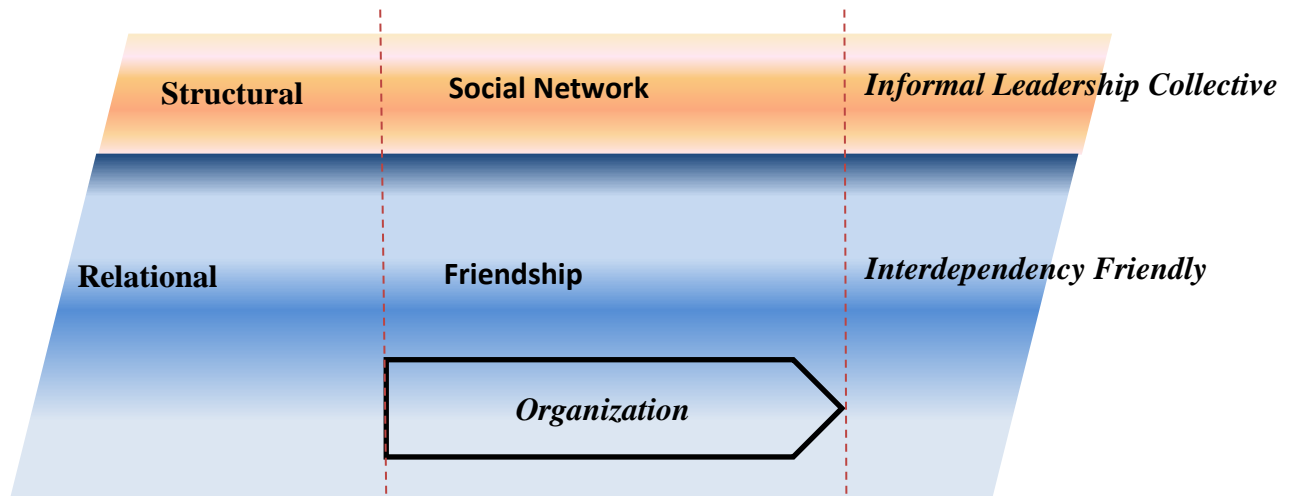

Figure 1 Manifestation of the Role of Social Capital of Informal Leadership in the Process of Absorptive Capacity

The manifestation model of the role of Social Capital of Informal Leadership in the absorptive capacity process presented in Figure 1 shows how the Social Capital of Informal Leadership plays a role in the absorptive capacity process at each level of analysis, The explanation of figure 1 will be presented in several parts that are interrelated with each other.

Conclusion

This study answers the question of how the role of Informal Leadership Social Capital in launching the absorptive capacity process in bitter melon course institutions. The single case used is the Institution of bitter melon courses in the context of internationalization. Bitter melon course institutions need to study institutional knowledge in the context of the international environment and adapt it to its current conditions. The lack of understanding of institutional knowledge that applies in the international environment will make it difficult for bitter melon course institutions to understand the applicable regulations, and how to apply them within the bitter melon course institution itself. The speed of this learning process depends largely on how effectively members of organizations, groups, and organizations interact and share knowledge and learn from each other.

In the analysis process, this study uses three levels of analysis, namely individual, group, and organizational levels. From the analysis of how Informal Leadership Social Capital plays a role in the three levels of the absorptive capacity process, it can be concluded that there are various forms of manifestation of different dimensions of Informal Leadership Social Capital at each stage of the absorptive capacity process and at each level of analysis.

At the individual level, it was found that the Social Capital dimension of structural Informal Leadership is manifested in the form of networks owned by individual members of the organization. The network formed can be built personally, or formally. The Social Capital Dimension of Relational Informal Leadership is realized by the form of friendship. While the Social Capital dimension of cognitive informal leadership is abluted in the form of prior knowledge and perceptual schema.

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