

EXPLORING THE SOCIAL NORMS NEXUS–YOUTH PARTICIPATION, EFFECTIVE LEADERSHIP, INSTITUTIONAL COOPERATION AND SOCIAL CAPITAL IN SMES

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Abstract: The current research aims to investigate the impact of youth participation, effective leadership and institutional cooperation on the social capital of the Small and Medium-sized Enterprises (SMEs) in Indonesia. The investigation of moderating impact of social norms among the nexus of youth participation, effective leadership, institutional cooperation and social capital of the SMEs in Indonesia is also included in the goals of the present study. This research has employed the primary data collection methods and used structured questionnaire. The data have been collected from the employees of SMEs who deal with people of the society. The results indicated that youth participation, effective leadership and institutional cooperation have a positive association with the social capital of the SMEs in Indonesia. The findings also exposed that social norms significantly moderate the relations of youth participation, effective leadership and institutional cooperation of the SMEs in Indonesia.

Keywords: Youth participation, Effective leadership, Institutional cooperation, Social capital, SMEs in Indonesia.

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Introduction

As a topic, Small and Medium-sized Enterprises (SMEs) performance generates numerous discussions between researchers, practitioners, academics and politicians. The moderating role of social norms, such as youth participation, effective leadership, and institutional cooperation on social capital, significantly impacts SMEs. It can be evidenced by the previous literature. Concerning this, the present study aims to examine the impact of youth participation, effective leadership and institutional cooperation on the social capital of the Small and Medium-sized Enterprises (SMEs) in Indonesia. Besides, the secondary goal of the research is to identify the moderating role of social norms among the nexus of youth participation, effective leadership, institutional cooperation and social capital of the SMEs.

In any country, youth represent future leaders and are also a part of human capital to realize the development of organizations. They have more energy as they create an essential part of the workforce that should be empowered with the growth opportunities, and they are talented human resources who can devote to human resource supply considerably (Ataei et al., 2020; Jukšs, 2021, Vankov et al., 2022).

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In addition, they have been considered prime movers of SMEs due to their energy and drive to achieve goals. The role of leadership has been attaining greater importance in the SME literature since it has been acknowledged that SMEs cannot successfully progress as new small businesses without effective leadership (Haque et al., 2020). Cooperation is an important factor that may help SMEs handle notable institutional barriers. By developing collaborative strategies and joining forces, SMEs can resolve many issues individually that they cannot address (Martin, Romero, and Wegner, 2019; Ead et al., 2021; Mura, Hajduová, 2021). Considering this, institutional cooperation takes a major role in SMEs' growth. Social capital influences the development of an SME, primarily through contacts with other entrepreneurs. It successfully helps SMEs make resources in the external and internal environment and paves the way to new markets (Ellis and Pecotich, 2001). The novelty of the present study also lies here as there is no such study that considered social norms of youth participation, effective leadership, institutional cooperation and social capital of the SMEs. Thus, it motivates the researcher to explore further. In connection with this, the author has considered SMEs of Indonesia. The following literature substantiates the importance of present research.

Literature Review

The empowerment of youth could be possible through wide opportunities through economic and social contributions. These contributions are eminently developed in many ways. Young entrepreneurs gain more professional training as compared to mature ones (Dhiman & Arora, 2020; Misiak-Kwit, Zhang, 2022; Szczepańska-Woszczyzna et al., 2021). This gaining clearly helps the society created by contributing their skills and professionalism. It is the development of networks and various digital awareness in the SMEs sector of Indonesia which is widely supported by youth participation. Youth participation in the SMEs sector of Indonesia has uplifted social capital in several ways. These ways comprise the norms and focus on youth participation, which influences societies. Most industries' development is a broad involvement of youth participation. This recommendation also specifies youth competency, which is rendering dynamics of development on social capital. Social capital is considered a state phenomenon that influences all of the attributes. These attributes are emphasized for business purposes and have a dominant impact on youth participation. Therefore, youth participation has an important role in social capital due to changing world. Mostly, social capital has changed with the global world due to the emerging impact of youth participation on most SMEs businesses of Indonesia. The hypothesis derived from the above literature is as follows.

H1: Youth participation significantly impacts social capital.

Effective leadership asserts its vital role in societies and organizations (Ozgenel, 2020; Kee et al., 2020). This role effectively places the ability to realize and create solutions over changing and complex situations (Khalid et al., 2020). In the SMEs sector of Indonesia, the solutions are provided mainly by effective leadership who is eligible to tackle the situations. Usually, the situations by effective leadership are

managed over the people in organizations and societies. There are many abilities of effective leadership that insert new ways to develop the strategies and solving the challenges (Li et al., 2020). Although, effective leadership possesses an important role in Indonesian SMEs' business social capital and cultures. But, the progressive approach of effective leadership hides skills internally to view the hiding problems which many researchers do not view. Therefore, effective leadership's vision, innovation, originality, progressiveness, and imagination are eminent measures of social capital (Lu, Zhang, Wu, & Wei, 2021). The transformation of leadership contributes to intrinsic motivation, empowerment, and active engagements with societies. The importance of effective leadership is vitally depicting a role model for the society to enable effectiveness among them. The role of effectiveness allows to tackle and view the issues toward businesses. Many organizations and societies that have lost their primary development have been eliminated by effective leadership. Therefore, broad and open perspectives have eradicated the prejudices which have closed many mindsets. The Indonesian SMEs sector has notably adopted effective leadership to overcome the closed mindsets that also posed an impact on social capital. Thus, the following hypothesis has been formulated.

H2: Effective leadership significantly influences social capital.

While emphasizing the view of institutional cooperation, the socioeconomic and cultural conditions could not be overlooked. Institutional cooperations are important for uplifting societies. Sustainability and social inclusion also catch dominant importance with this institutional cooperation (Androniceanu, 2021). This importance is clearly influential toward social capital. Among the industries of various countries like Indonesia, the importance of institutional cooperation could not be eliminated. Various industries have contributed a significant proportion toward social capital. Under this, the industries and institutions of the digital media world comprising magazines, newspapers and visual arts are important. These institutions have helped societies generate a significant portion of global revenues and the maintainability of societies. These industries further comprise the attraction of people and for benefits purposes. It depicts a clear picture of the society for enabling the elements of cultures and people. Usually, social capital has been viewed by institutional cooperation. This image has rendered a positive image of institutions that upgrade social capital. This bump in social capital is significantly influenced by institutional cooperation. The institutions with the proper cooperation develop plenty of ideas and opportunities for the society through which the societies are enabled to overcome the existing problems. While evaluating the intentions of socio entrepreneurs, the relationship between social capital and personality traits is certain with development elements (Liang et al., 2019). Social capital is important for the current world because of hiding problems that past researchers have not dealt with. This allows thinking techniques for the SMEs society of Indonesia to get involved with institutional cooperation. Hypothesis derived from the above literature is as follows.

H3: Institutional cooperation significantly influences social capital.

Social norms are usually known as unwritten values and behaviors. Therefore, the SMEs sector of Indonesia is well-acquainted with social norms, which are positively tackling the cultures according to the exciting development. According to the societies internationally, it builds rights after the people and before the people. Social norms predict the relationship between substance use and social capital with other factors including public administration (Androniceanu et al., 2022). The wide range of experiments and learning activities of the youth nowadays is a major contribution to the development (Abulela & Harwell, 2020). Effective leadership is positively associated with social norms. It induces a wide impact on societies through the significant role of effective leadership. The moderating effect of social norms is caused by the relationship between effective leadership and social capital. The need for social capital could be fulfilled by the socialist reforms and the performance of effective leadership emergence (Rowley, Oh, & Jang, 2021). The institution cooperations are further developed with the relevance of social norms. The significant role of social norms establishes a significant view of institutional cooperation and social capital. Social capital is positively linked with social norms because of the unidentified issues. Therefore, social norms are inserting a vital role upon the social capital, which could be able to tackle and identify the problems in a better way. The social norms are modified over time toward social capital. These social norms are also inserting moderating effects on the SMEs sectors of Indonesia. The designs are certain due to the changing behaviors of people from time to time due to innovation and creativity. While optimizing the development of SMEs, the social intentions could be boosted and could impact the entrepreneurs of different societies (Jun & Arendt, 2020). The following hypotheses have been developed based on the above discussion.

H4: Social norms are significantly inserting moderating effects upon the relationship between youth participation and social capital.

H5: Social norms are significantly inserting moderating effects upon the relationship between effective leadership and social capital.

H6: Social norms are significantly inserting moderating effects upon the relationship between institutional cooperation and social capital.

Research Methodology

This article investigates the impact of youth cooperation, effective leadership and institutional cooperation on social capital. Also, it analyses the moderating effect of social norms among the nexus of youth cooperation, effective leadership and institutional cooperation and social capital of the SMEs in Indonesia. This research has employed the primary data collection methods and used the structured questionnaires for this purpose from SMEs' employees who deal with people of the society. The questionnaires were distributed by personal visit and using purposive sampling. The study sample consists of 295 fully completed questionnaires from SMEs in Indonesia. Most of the SMEs are working in clothing and textiles, agricultures and electronics branches (Table 1).

Table 1. SMEs of studied sample

Business profile	Quantity	Percentage Value
Clothing and textiles	103	34,9%
Agriculture	41	13,8%
Electronics	34	11,5%
Processing of agricultural products and food production	26	8,8%
Retail and wholesale trade	21	7,1%
Services	16	5,4%
Manufacture of furniture	15	5,1%
Logistics and transport	11	3,8%
Plastics and chemicals	10	3,4%
Construction and building materials	9	3,1%
Metal products and machinery	9	3,1%
Total	295	100%

This study has also employed the smart-PLS to examine the relations among the variables because the framework is complex, the sample size is large, and the purpose of the study is to test hypotheses. This article used three predictors named youth participation (YP) with four items, effective leadership (EL) with six items and institutional cooperation (IC) with four items. This study also used social capital (SC) as the predictive construct with five items, and social norms (SN) is used as the moderating construct with seven items.

Research Results

The findings have shown the factor loadings that show the validity of the items. The values of factor loadings are higher than 0.40 that the items used are valid, and those with loadings less than 0.40 are eliminated from the study. These values are given in Table 2.

Table 2. Factor Loadings

Relationships	Items	IC	EL	YP	SC	SN
Institutional Cooperation	IC2	0.747				
	IC3	0.801				
	IC4	0.901				
Effective Leadership	EL1		0.828			
	EL2		0.864			
	EL3		0.815			
	EL4		0.879			

	EL5		0.871		
	EL6		0.802		
Youth Participation	YP1			0.901	
	YP2			0.901	
	YP3			0.900	
	YP4			0.903	
Social Capital	SC1				0.821
	SC3				0.830
	SC4				0.855
	SC5				0.822
Social Norms	SN1				0.484
	SN2				0.911
	SN3				0.946
	SN5				0.486
	SN6				0.883
	SN7				0.945

The findings have also shown the Alpha, CR and AVE, which show convergent validity. The values of Alpha and CR are higher than 0.70, while AVE values are more than 0.50, which shows the items that are used are valid and highly correlated with each other. These values are given in Table 3.

Table 3. Validity

	Alpha	CR	AVE
IC	0.755	0.859	0.671
EL	0.919	0.937	0.712
YP	0.923	0.945	0.812
SC	0.852	0.900	0.693
SN	0.883	0.910	0.645

This study also examines the discriminant validity that shows the correlation among variables. The values of Heterotrait Monotrait (HTMT) ratios are not bigger than 0.85, and the variables used are valid and low correlated with each other. These values are given in Table 4.

Table 4. Heterotrait Monotrait Ratio

	IC	EL	YC	SC	SN
IC					
EL	0.383				
YC	0.452	0.449			
SC	0.800	0.476	0.573		
SN	0.506	0.681	0.527	0.482	

The results indicate that youth participation, effective leadership and institutional cooperation are positively associated with the SMEs' social capital in Indonesia and accept H1, H2 and H3. The findings also exposed that social norms significantly moderate the relations of effective leadership, institutional cooperation and social capital of the SMEs in Indonesia and accept H5 and H6. However, the findings also exposed that social norms insignificantly moderate the relations of youth participation and social capital of the SMEs in Indonesia and reject H4. These links are given in Table 5.

Table 5. Path Analysis

Relationships	Beta	S.D.	T Statistics	P Values	L.L.	U.L.
IC -> SC	0.432	0.049	8.756	0.000	0.353	0.524
IC*SN -> SC	-0.124	0.043	2.859	0.006	-0.213	-0.046
EL -> SC	0.226	0.065	3.473	0.001	0.089	0.324
EL*SN -> SC	0.130	0.060	2.162	0.035	0.018	0.242
YP -> SC	0.188	0.046	4.091	0.000	0.110	0.269
YP*SN -> SC	-0.091	0.053	1.714	0.093	-0.199	-0.008

The findings section also shows the R square value that shows 0.558 values, which means 55.8 per cent of variations in the dependent variable are due to the selected independent variables. These values are given in Table 6.

Table 6. R Square

	R Square	R Square Adjusted
SC	0.558	0.547

Discussions

The study results have revealed that youth participation positively correlates with social capital. The young people of society play a key role in reshaping society. A community where the youth have a tendency to be updated in their nature, thinking preferences, and actions, keep the social phenomenon, its behaviors, events, and other individuals' behavior. These results are in line with the previous study of

Diržytė, Kačerauskas, and Perminas (2021). This study aims at analyzing the creation and development of society. It posits that when the young people of the society have intellectual participation, they can analyze the problems and the weaknesses of the society, find out their reasons and try to remove them and improve the social phenomenon and event. These results are also in line with the past study by Glăveanu (2018), which shows that a society where young people have extraordinary cognitive skills and the ability to face challenges and bring positive changes in the circumstances not only tries to get newness in the shape, traditions, events, and phenomenon of society but also try to change the thinking and behaviors of society people. Thus, high youth participation in society enhances social capital. The study results have indicated that effective leadership in society positively correlates with social capital. These results are also in line with the past study of Randel and Jausi (2019), which reveals that the leaders in the society who have cared for leadership ways and functions successfully contribute to the society.

The study results have also indicated that institutional cooperation is positively associated with the business. These results are supported by the past study of Abecassis-Moedas and Gilson (2018), which shows that the presence of such institutions in the society leads to the newness in the social infrastructure, phenomenon, events and individuals in the society. The study results have indicated that social norms do not play a moderating role between youth participation and the development of social capital. These results are substantiated by the past study by Kynigos, Essonnier, and Trgalova (2020), which states that the convenient, favorable, and flexible social norms of the society do not enhance the urge and capacity of youth to develop skills in themselves and also bring in the social phenomenon, its events and its members. The study results have revealed that social norms are a significant moderator between creative leaders and social capital. These results are supported by the past study by Eisele (2017), according to which the favorable social norms enhance the tendency and capacity of leaders to develop themselves, and thus, it brings development to society. In addition, the study results have shown that social norms play a moderating role between institutional cooperation and social capital.

Implications

The current study has much theoretical significance on account of its great contribution to the scope of literature on social innovation. This study throws light on the three factors such as youth participation, effective leadership, and institutional cooperation in the development of society. The studies in the past literature either have talked about adolescents of the society, leadership style, or different institutions while analyzing the society. Still, these studies have discussed these factors' influences on the social capital separately, not in a common literary workout. So, this study is a distinction in the overall literature because it analyses the contribution of youth participation, effective leadership, and institutional cooperation to the development of society through a single literary article. Moreover, the study

addresses social norms as a moderator among factors like youth participation, effective leadership, institutional cooperation, and society's development. The study has an exceptional place in the literature in the sense that in the past literature. However, influences of social norms on youth participation, effective leadership, institutional cooperation and development of society have been analyzed, but no special attention has been given to moderating role of social norms between youth participation, effective leadership, institutional cooperation and social capital. The present study has great practical significance along with its theoretical contributions. It is considered a study of great significance in the developing country of Indonesia because of the provision of theoretical guidelines to sociologists and economists on how to encourage development in society towards SMEs.

Conclusion

The study has been conducted with the aim of ensuring that youth participation, effective leadership, and institutional cooperation play a significant role in the development of society, and it is also written to check how the social norms help improve the influences of youth participation, effective leadership, and institutional cooperation on the development of society. The study achieves its objectives by analyzing the degree of the development in the society on account of the youth participation, effective leadership, institutional cooperation and social norms in Indonesia. The results of the study are found based on the analysis of SMEs in Indonesia. The study results indicated that the presence of youth participation in society brings development to society as it possesses high intellectual ability, thinking and skills, and motivation to do something new, different and useful. The results also indicated that active leaders who adopt effective leadership encourage improvement in society. The tendency of the institutions to bring cooperation in society leads to development of society. Finally, the study indicated that in case the social norms are favorable and convenient, youth participation, effective leadership, and institutional cooperation develop and maintain social capital. The current study has several limitations, too, though it has both theoretical and empirical limitations. Future authors are recommended to remove these limitations with the application of intellectual skills. The author has explored the role of only three factors, such as youth participation, effective leadership and institutional cooperation, in the development of society. Whereas the social conditions, economic conditions, the living standard of society members, and geographical characteristics deeply impact the development of social capital. The use of a limited number of factors is a hurdle in a comprehensive study. So, the scholars in future may analyze the social conditions, economic conditions, the living standard of society members, and geographical characteristics, along with the other factors, to broaden the scope of the study. Moreover, the data that provides evidential support to this study. It has been collected from the emerging country of Indonesia, which has its specific geographical features and culture. So, the study conducted in this country cannot be equally reliable and valid in some developed countries. That is why future

researchers can analyse the social capital in both developing and developed countries.

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ODKRYWANIE NORM SPOŁECZNYCH NEXUS – PARTYCYPACJA MŁODZIEŻY, SKUTECZNE PRZYWÓDZTWO, WSPÓŁPRACA INSTYTUCJONALNA I KAPITAŁ SPOŁECZNY W MSP

Streszczenie: Obecne badania mają na celu zbadanie wpływu uczestnictwa młodzieży, skutecznego przywództwa i współpracy instytucjonalnej na kapitał społeczny małych i średnich przedsiębiorstw (MŚP) w Indonezji. Badanie moderującego wpływu norm społecznych na ogniwa uczestnictwa młodzieży, efektywnego przywództwa, współpracy instytucjonalnej i kapitału społecznego MŚP w Indonezji jest również zawarte w celach niniejszego badania. W badaniu wykorzystano metody zbierania danych pierwotnych oraz kwestionariusz ustrukturyzowany. Dane zostały zebrane od pracowników MŚP, którzy mają do czynienia z ludźmi społeczeństwa. Wyniki wskazują, że uczestnictwo młodzieży, skuteczne przywództwo i współpraca instytucjonalna mają pozytywny związek z kapitałem społecznym MŚP w Indonezji. Wyniki ujawniły również, że normy społeczne znacząco moderują relacje uczestnictwa młodzieży, skutecznego przywództwa i współpracy instytucjonalnej MŚP w Indonezji.

Słowa kluczowe: Uczestnictwo młodzieży, Skuteczne przywództwo, Współpraca instytucjonalna, Kapitał społeczny, MŚP w Indonezji.

探索社会规范关系——青年参与，有效领导，

摘要：目前的研究旨在调查青年参与、有效领导和机构合作对印度尼西亚中小企业 (SME) 社会资本的影响。本研究的目标还包括调查社会规范在印度尼西亚中小企业的青年参与、有效领导、机构合作和社会资本之间的调节影响。本研究采用原始数据收集方法和结构化问卷调查。这些数据是从与社会人士打交道的中小企业员工那里收集的。结果表明，青年参与、有效领导和机构合作与印度尼西亚中小企业的社会资本呈正相关。调查结果还表明，社会规范显著调节了印度尼西亚中小企业的青年参与、有效领导和机构合作的关系

关键词：青年参与、有效领导、机构合作、社会资本、印尼中小企业