

THE POWER OF BONDING SOCIAL CAPITAL BEHIND THE PROGRESS OF A LEADING TELECOMMUNICATIONS COMPANY

Denita Indah Nine¹, Helena Anggraeni Tjondro Sugianto², Kristinia Ilis^{3*}

^{1,2,3} Management Study Program, Shanti Bhuana Institute, Indonesia

Email: denita20111@shantibhuana.ac.id, helena@shantibhuana.ac.id, Kristina20122@shantibhuana.ac.id

*Corresponding Author

Submitted: 07-09-2024, Revised: 15-10-2024, Accepted: 18-11-2024

ABSTRACT

This research departs from a phenomenon of a very advanced company for telecommunications in Indonesia. This progress is shown by the net profit it obtained in 2021 of IDR 3,443 trillion. Entering the composition of their HRD team, there was a group of young people, not a group of senior people who had a lot of experience in the business world. Therefore, through this research, we want to get an overview of what is the secret of the company's success through its HRD Team. The research method uses qualitative methods with an ethnographic approach. Based on the results of the study, it was found that one of the secrets behind this success is due to the existence of social capital bonding among young people who sit on the HRD Team. The noble values instilled by the company become values that are lived together so that trust is created among them. This trust forms a social network and eventually becomes a bonding social capital because it brings profits to the company.

Keywords: bonding social capital, human resources, spiritual values

1. INTRODUCTION

This research was conducted in a leading company engaged in telecommunications in Indonesia. To improve and expand its business network, the company has acquired many shares from 14 parties. Thus, the company seeks to strengthen its position by owning and managing independent towers as well as having the ability to serve and supervise telecommunications operators in Indonesia. The company leased telecommunications infrastructure throughout Indonesia which made it flourish and became the largest private telecommunications company. This progress was driven by the growth of its tower portfolio, which enabled the company to become the first independent tower industry leader in Indonesia. This business is at the center of global competition, headquartered in Central Jakarta, the current capital of Indonesia.

The company can become a more advanced company and become the largest private company in the telecommunications industry. This progress was driven by the growth of its tower portfolio, which enabled the company to become the first independent tower industry leader in Indonesia. Because it is in the midst of competition in the world of work, this company offers job opportunities for many people. Therefore, its location in the center of the capital has also become an important part of the company's success.

Entering the HRD Team of the company, several dedicated young people were found and became one of the secrets behind the company's success. This is quite interesting because what is found there is a group of young people, not seniors who already have a lot of experience in the business world. Although they are still young in terms of age and service, the fact is that they can work well and become one of the secret keys behind the company's success.

Many things that contribute to the company's success, flow from this HRD Team. Things that can be seen quite clearly include cohesiveness in cooperation, the spirit of service, and always working according to goals. This is in line with what is always instilled by the company, that employees are expected to work professionally, work together in teams, and be reliable by the company. In this case, the company always strives to improve teamwork to achieve the best results.

Based on observations, it was found that forming a compact organization is one sign of the company's progress. Each division in the department has a team that works together and synergizes to conduct the company's work, events, and activities with team spirit. This all happens from the fruits of the work of a solid HRD team. Since each division has the same work goals for the company, every employee has a sense of belonging. All of this happens because of the instillation of values from the company to its employees so that social capital is formed. All employees work hard to provide the best service in a social network that supports each other. Compact team management results in the team's ability to work effectively while achieving common goals and targets.

There is a working atmosphere that cares for each other and helps each other within the company, even for simple things. Small attention and help even though simple but given continuously will create trust with each other which in turn forms a strong social network. It is worth acknowledging that the company also helps employees by providing high-quality facilities and infrastructure to complete their work. However, facilities and infrastructure alone are certainly not enough, it must be supported by employees who have initiative, are creative, confident, and work together to achieve team cohesiveness. The progress made by this company is the result of the cooperation of all members of the company from employees to the leadership who continue to strive to develop the company. Every collaboration is the fruit of noble values that are lived together, becoming a corporate organizational culture that advances the company.

Effective human resources always play an important role in the progress of the company (Khobragade, 2022; Mughal & Malik, 2022). Human resource development is the process of advancing and improving talents professionally so that the goals, vision, and mission provide improved performance through the development and training of both groups and individuals (Sunarto, 2020). According to Dwi Suseno (2023), human resources play an important role in running and completing operations, so progress in this company focuses on the excellence of its human resources. Therefore, employees are the key to the success of the company, and the company depends on the productivity of employees and their operational activities. In addition, the company's management team implements key policies to develop human resources and ensure that good working situations and government regulations in the field of employment are adhered to.

According to Wulansari (2022), social capital creates team cohesiveness. At first, each employee must adapt to the organizational environment and get acquainted with the work culture and other elements. Therefore, every employee must be able to enjoy and utilize the social forces that exist in team life and the work environment in the company. Although each team has different duties and responsibilities in their work, they always take the time to follow the activities held by the company and participate in their team activities. Thus, their focus is not on the results achieved, but on the togetherness they miss to improve their performance. Employees who work together in a team have the drive to bond with each other, which results in cohesiveness at every event the company organizes. Social capital

has an important role because it is a capital that can benefit social, economic, cultural, and other sectors.

Social capital can revive values in an organization or team, especially if those values have not been lived by employees (Nengah et al., 2016; Sugianto, 2018). It is this social capital that will create trust, which can strengthen the social network in the team. One team that is always cohesive can be achieved through trust, which fosters existing habits and values. Without realizing that team cohesiveness is the meaning of bonding between each other.

The company employs people from different regions in Indonesia, with differences in ethnicity, language, religion, and culture. However, this does not hinder the progress of the company. Management in one team in the organization is an important component that must be maintained if you want to continue to contribute to the progress of the company. Since employees are human resources who contribute to the overall management of the organization following their respective duties and responsibilities so that the organization can run effectively and efficiently, it is aimed at the organization in internal terms. It cannot be separated from social capital, which can be a network or connection within the company that produces strong relationships between each employee in the progress of the company, the progress of the company is a form of hard work done by all employees who can influence the employee work system to achieve the work expected by the company.

Social capital is capital formed because of elements of values or norms, trusts, and social networks (Putnam, 1995). It is said to be capital because it brings profits, so it has the same properties as other capital.

Based on its typology, social capital can be divided into bonding social capital, bridging social capital, and linking social capital (Cofré-Bravo et al., 2019). Social capital bonding is formed internally, which is usually indicated by the cohesiveness of employees in the context of the company. While bridging social capital occurs between two different social networks of the community. The two communities are bridged and form a new social network called bridging social capital. Linking social capital occurs when the network formed involves also a higher hierarchy, such as government, international institutions, or other existing institutions.

Clarige (2018) according to (Radianti, 2021) explained that social *bonding* plays a role in a strong network so that it can develop people with similar backgrounds and interests, and will involve the closest people as providers of support, both material and emotional. But this is a deeper look. The involvement of employees who participate in every activity or event held by the company is a support. Social capital *bonding* is one form of cohesiveness experienced by employees. Because it looks at employees who involve each other in activities held by the company, employee participation can improve their performance. So that the role of capital *Social Bonding* This, becomes an impetus for the realization of the company's progress. It can be seen that the company prioritizes the importance of employee togetherness.

In his writings, Cofré-Bravo et al., (2019) says that social capital is created through changes in human relations that facilitate behavior or action. Therefore, it is not surprising that the closeness of a group of people can affect the way they act and behave. These shared spiritual values can eventually form an organizational culture. In the business world, lived values allow for the creation of tolerant relationships (Coppren & Westlund, 2021). These

values go beyond simple financial transactions, extending to friendship and trust between individuals in a social network.

Numerous previous studies have illustrated the bonding power of social capital behind progress. For example, Vergani et al. (2021) talked about the bonding power of social capital that increases the resilience of Afghan refugees. Meanwhile, Murray et al. (2020) talked about the positive impact of social capital bonding on elementary school students. In this study, we specifically want to see the strength of social capital bonding on the progress of a leading telecommunications company in Indonesia.

2. RESEARCH METHODS

The method used in this study is a qualitative method with an ethnography approach. Data collection was carried out by conducting in-depth interviews with resource persons, namely team members in the field of Human Resource Development. The purpose of this interview is to find out how the power of bonding social capital is created among employees in this leading company.

M.R. Pahleviannur (2022) said that qualitative research can be used in making observations or observing the condition of objects naturally. Researchers, on the other hand, play an important role in research. The purpose of qualitative research is to describe the object of research, reveal the meaning of the phenomenon, and be able to explain the phenomenon. Therefore, the purpose of this study is to interpret, and express through interviews, and be able to explain the phenomena that occur in detail, detail, and systematically. In contrast to quantitative research, qualitative research runs inductively. The data obtained are interpreted to then obtain a new finding, but the findings become clues for the next stage of research. This is done continuously until information saturation is obtained.

The stages of data collection carried out are as follows:

a) Observation

This technique is used to participate in the work environment and participate in work. Researchers use this method to obtain data, values, and standards to see the state of the company directly.

b) Interview

This method is a question-and-answer process between researchers and informants to get the desired answer and to get additional information from the resulting observations. The purpose of this method is to produce qualitative research results with detailed data and facts.

c) Documentation

Documentation is a source of data that can support a study. This documentation can be in the form of company documents that describe the company's profile and instilled values, annual reports, and so on. In addition, this document can also come from other sources such as various writings about the company that can be found easily on the internet. All of this is studied to be supporting data from data found in the field through interviews and observations.

The stages of data processing start from the data transcription process. All interviews, observations, and events are transcribed in full. After that, the data reduction, that is, to act as sorting relevant and irrelevant data. After screening so that all relevant data is obtained, the codification process is carried out. This process requires careful viewing of interviews and

observations. The same things are gathered together and given a specific code. After careful codification, an interpretation process is carried out. Based on the codified data, interpretation is carried out to be able to get an exploration of the power of social capital in the company—finally, the presentation of information is based on the results of the interpretation that has been done.

To avoid data habitation, validation is done by the Triangulation Method. In this case, confirmation is carried out on the data obtained from the results of interviews, observations, and documentation. All unconfirmed data are considered invalid and not included in the research data.

3. RESULTS AND DISCUSSION

The result of this study found that one of the secrets behind the company's success is the strength of social bonding capital in the company's HRD Team. This social capital was formed starting from the instillation of noble values by the company to all employees. The members of the HRD Team not only live these values but also disseminate them to all company employees. Because of the appreciation of the same values, it flows trust or trust in each other among employees. This trust turned out to be a kind of lubricating oil that launched an element of altruism among employees. Caring for each other, helping each other, supporting each other, all of that eventually forms a social network that ultimately creates a conducive working atmosphere. It is said to be conducive because it makes it easier for the HRD Team to lead all employees to work with the rhythm required by the company to achieve the goals set by the company as well. Thus, time after time led them all to greater progress.

This research is an exploration of what spiritual values are lived by employees, especially by the company's HRD Team. There are core values instilled by the company in employees. However, in the daily practice of work, it was found that there was a development of these core values into spiritual values that were lived daily as follows:

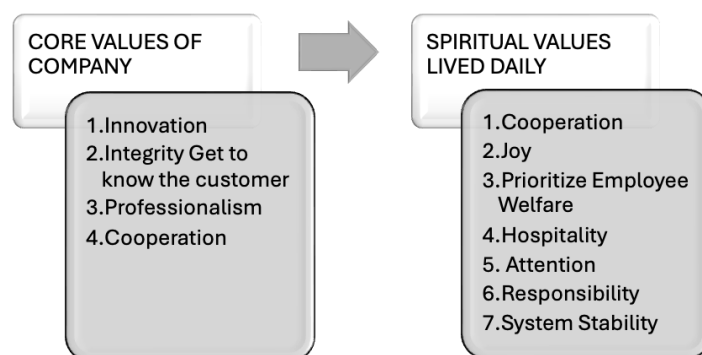


Figure 1. Transformation of core values into daily lived spiritual values

From the table above, it turns out that the core values instilled by the company in employees have transformed, at least among members of the HRD Team. The value of cooperation does not transform, because it is found both in the core values and in the spiritual values that are lived daily. However, other values transform. The following will show how these values are transformed because they adapt to the situation and the conditions of the people who live them.

The value of integrity transforms into the value of prioritizing employee welfare. In this case, the integrity maintained such as honesty, discipline, and so on, is focused primarily on the welfare of employees. This is suitable for the conditions of those who are members of the HRD Team, where employee welfare is the focus of their work.

Professionalism transforms into responsibility. This is not surprising, because the HRD Team is not directly related to the products enjoyed by consumers. In other words, there is no need for a professional skill for them to serve customers. That is why this value is transformed into responsibility.

For the same reason, that is, there is no direct contact with consumers, and innovation is not transformed, but lost. This happens because the value of innovation that is instilled is more closely related to the product, so it is not relevant to the HRD Team.

The value of "know the customer" is transformed into the value of hospitality and attention. Not surprising, because once again, the HRD Team does not have direct contact with customers, so naturally the value of "know the customer" transforms into hospitality and attention.

The unique thing is that it turns out that there is a value of joy, which is not at all instilled by the company. This unique value originally appeared in their daily work. This value of joy not only functions in terms of resilience when the task feels tough but also colors the community into a pleasant bonding social capital.

Another unique thing that appears is the System Stability value. Although the company's HRD team consists of young people who are around 30 years old and are very dynamic, it turns out that they understand the importance of system stability in a company. A stable system can provide a sense of security and comfort for employees. The stability of this system contributes significantly to a conducive working situation. In the world of work, there are usually various cases that are often unexpected, and there have never even been guidelines to overcome them. However, a stable system will make the company not easily shaken, employees know how to act according to existing procedures, and every achievement or mistake will get appropriate rewards and punishments as well.

These lived values contribute to work behavior, daily performance, increased motivation, and even the basics of judgment in making decisions. The work behavior of each employee will be influenced by the values he lives. For example, if he lives the value of cooperation well, then his work behavior will also prioritize the principle of cooperation and collaboration in the team. These values that are lived will provide their motivation in employees. For example, motivating them to be more responsible, providing the best hospitality, or even being sensitive and attentive to the situation of colleagues. Good motivation will certainly give birth to good performance also in their daily lives. In addition, these lived values will be the basis for their decisions. For example, in determining rewards or punishments, because the appreciation of values prioritizes the welfare of all employees, they will make careful and thorough considerations, not harming certain parties but bringing good to all parties. Therefore, these spiritual values that are lived are important to listen to and learn because they create a conducive working atmosphere that ultimately has an impact on the progress of the company.

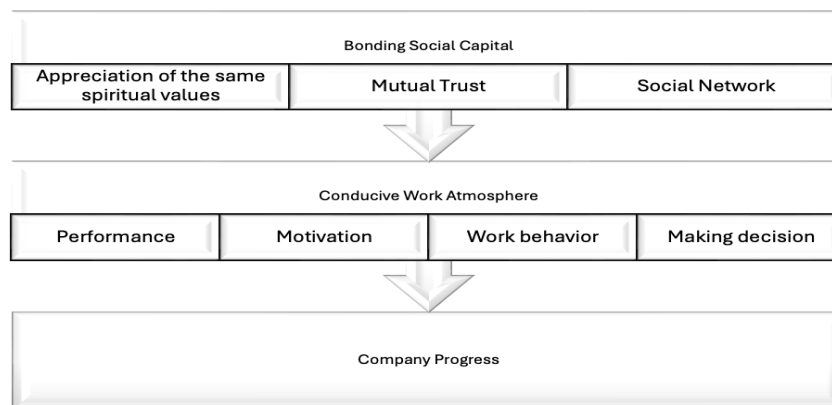


Figure 2. The Role of Social Capital on Company Progress

Usually, core values become the handle of everyone who joins the company. In addition to being written in employee guidelines, it is also instilled continuously by the company through various forms such as training, internal seminars, and so on. However, in the development of time, each division will certainly live differently according to the conditions and situations of its division. Therefore, it is not surprising that there has been a transformation from core values to everyday values that are now lived by the HRD Team. However, this transformation has a positive impact because there is an internalization process in all existing team members.

4. CONCLUSIONS AND SUGGESTIONS

The progress of a company does not depend solely on adequate facilities and infrastructure, but the values applied by the company to employees to be able to work more effectively and efficiently. These instilled values can only be lived together if there is an internalization process in employees, which turns out to be transformed according to their respective conditions and situations. These noble values that are lived together will create trust and eventually become a powerful social network. This is when social capital bonding occurs because this network is formed internally among employees or team members. This social capital has a major influence in creating a conducive atmosphere because it provides work motivation, improves performance, influences work behavior, and underlies decision-making. Of course, this all ultimately boils down to the progress of the company as a whole because of the cohesiveness to achieve the same goals that have been set by the company.

The values that are shared today by the company's HRD Team are cooperation, joy, prioritizing employee welfare, hospitality, attention, responsibility, and system stability. All these spiritual values are the result of the transformation of the company's core values, which then adapt according to their conditions as members of the HR team.

The suggestion from this study is that it is necessary to deepen research on strategies for instilling spiritual values that are suitable for various existing divisions. In addition, it can also be seen further how these spiritual values adapt in other divisions in the company so that a more holistic picture of the company's progress can be obtained. Seringkali juga orang-orang menghayati nilai-nilai tertentu tanpa menyadarinya. Through this research, their eyes will be opened to what values have been lived so far and have a significant impact on the progress of the company. By knowing exactly what values they live by, they can pass these values on to colleagues who will join in the future.

Of course, these findings will be a meaningful contribution to economics, especially in the fields of social capital and spiritual capital. In addition, it can also be a valuable contribution for the company to be able to further advance its company following the spirit and culture of the existing organization, a culture that is lived by spiritual values among employees.

ACKNOWLEDGEMENT

Thank you to the leadership of the company for permitting to conduct this research. This research was conducted for approximately 6 months, which is certainly not an easy thing for company leaders to decide to accept this research in their company. Thank you also to the entire HRD team who have worked together to make valuable contributions in the form of various data and information that are needed much.

In addition, this gratitude is also conveyed to the Shanti Bhuana Institute for facilitating this research so that everything can run well and smoothly until this writing. Thank you to the Rector of Shanti Bhuana Institute for providing support so far. Thank you also to the thesis and internship supervisors who have provided assistance, support, and guidance.

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