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The Role of Physical and Non-Physical Programs in Enhancing Community Well-being Through the Leadership Style of Village Government

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ABSTRACT

Community welfare is a key indicator of a nation's progress. A holistic approach involving various factors is necessary to achieve sustainable welfare, including physical and non-physical programs implemented through effective leadership styles encompassing sports, training, education, and skills development. This research aims to identify the influence of physical and non-physical programs on community welfare through the leadership style of village government in Pongo Village, Masamba District, North Luwu Regency. The research method used is explanatory research with data collection through validated questionnaires tested for reliability before distribution. This study's population and sample are Pongo Village residents selected through purposive sampling, with 102 respondents chosen according to the Moe formula for sampling determination. The collected data are analyzed using the SmartPLS statistical tool. The results indicate a significant impact of physical and non-physical programs on leadership style and community welfare. Additionally, leadership style has a considerable influence on community welfare. Both physical and non-physical programs also directly contribute significantly to community welfare. The research further reveals an indirect impact, where physical programs significantly affect community welfare through leadership style.

Keywords: *Physical Programs, Non-Physical Programs, Community Welfare, Leadership Style.*

INTRODUCTION

Development is an ongoing series of activities involving all aspects of community life, including economic and social elements, to enhance the well-being of all segments, which is a fundamental prerequisite for the nation's sustainability (Manurung & Lubis, 2023). Community well-being, a key indicator of national progress, is achieved through a holistic approach with physical and non-physical programs implemented through effective leadership styles. Physical programs, such as sports, provide health benefits, while non-physical programs, like training, enhance the skills and knowledge of the community. Effective leadership plays a crucial role in reinforcing the impact of both physical and non-physical programs. Democratic, inspirational, and empowerment-oriented leadership can boost community participation and motivation. Effective organizations are greatly influenced by strong leadership, emphasizing the need to define the scope of their capabilities and mobilize the organization for a transformative shift toward a new vision (Sugiarto et al., 2021).

In the context of the influence of physical and non-physical programs on community well-being through village government leadership, well-developed physical infrastructure, including transportation, clean water, education, and health facilities, significantly improves well-being by enhancing accessibility, ease of activities, and economic opportunities. Ihlebæk et al. (2021) stated that non-physical programs involve activities to improve community well-being, emphasizing social, economic, cultural, educational, and public service aspects without the involvement of physical infrastructure development. Similarly, Gonzales et al. (2019) note that non-physical programs focus on behavioural change, capacity building, and empowerment to achieve broader development goals. Harsasto (2018) states that non-physical programs enhance human resources and social well-being through education, training, health initiatives, capacity building, and community empowerment. Hudayana et al. (2005) add that non-physical programs focus on developing human potential, empowering communities, improving quality of life, and initiating regional social changes.

Despite extensive research in this field, a gap exists in understanding how physical and non-physical programs influence community well-being through leadership styles. Therefore, this study aims to fill this knowledge gap and provide deeper insights. Using a quantitative approach and involving respondents who have participated in these programs, the research will analyze the influence of physical and non-physical programs on community well-being through effective leadership styles.

Additionally, the study will examine how leadership styles can strengthen the impact of these programs.

Renowned management expert Drucker (2020) explains that leadership styles should align with situations and tasks. He argues that effective leaders must adapt their leadership styles to the needs and characteristics of their teams. It aligns with Kurt Lewin's (1947) concept of three leadership styles: autocratic, democratic, and laissez-faire, chosen based on group dynamics and situations. Warren Bennis et al. (2015), a management expert and author, emphasize the importance of transformational leadership in creating change and inspiration within organizations. According to him, effective leaders must motivate and guide team members to reach their maximum potential. This view is reinforced by Kotter (2007), a Harvard Business School professor, highlighting the role of leadership in managing organizational change.

The expected outcome of this research is to contribute significantly to developing more effective programs for enhancing community well-being. The findings can serve as a foundation for policymakers and local leaders to design better public policies, improve community empowerment-oriented leadership practices, and strengthen community participation in development programs.

METHODS

This research was conducted in Pongo Village, Masamba Sub-district, North Luwu Regency. The research duration was approximately two months, during which relevant data were collected to be processed, examined, and evaluated. The study was conducted in this village because the researcher aimed to understand the influence of Physical and Non-Physical programs on community well-being through leadership style. Quantitative research employs a scientific approach that collects and analyses numerical data, providing a clearer and more objective understanding of the relationships between variables. It is correlational or causal research, identifying causal relationships between independent variables (physical and non-physical programs), mediating variables (leadership style), and dependent variables (community well-being).

The population in this study comprises the entire community residing in Pongo Village. Furthermore, the sample size for this study is determined using the Moe formula as follows, with a large and unknown population size (Arikunto, 2013), resulting in a total of 102 samples. Hypothesis testing was performed using Structural Equation Modeling (SEM) through Partial Least Squared (PLS-SEM) with the assistance of SmartPLS 3.2.9 as the software package. PLS-SEM was chosen due to its suitability for theory development and handling complex models. Additionally, this technique effectively estimates cause-and-effect relationships in theoretical models based on empirical data (Hair et al., 2018). The operational definitions of variables in this research are presented in Table 1.

Table 1. Operational Definitions of Variables

Variables	Operational Definition	Indicators	Scale
Physical Program (Silvestre, B. S., & Casimiro, A. B. 2018)	A series of physical infrastructure development activities at the village level involving the implementation and management of various aspects such as roads, bridges, irrigation, public facilities, health, and education directly influence the physical conditions and infrastructure of the village.	Number of implemented physical projects. Success level of physical programs. Community participation in physical programs. Impact of physical programs on the community's quality of life	Likert
Non-Physical Program (World Health Organization (WHO), 2010)	A series of activities not directly related to the physical infrastructure development in the village. The focus is on non-material aspects such as community capacity development, social empowerment, and improving education, skills, and	Level of community participation in capacity development activities. Level of accessibility and quality of provided social services.	Likert

Variables	Operational Definition	Indicators	Scale
	social services to enhance community well-being.	Improvement in the level of education and skills of the community. Level of social empowerment of the community	
Leadership Style (World Health Organization (WHO), 2010)	The leadership style of village government encompasses the leader's behavioural patterns, attitudes, and approaches in directing, motivating, and influencing the community to achieve development goals and enhance the village's well-being.	Income level. Unemployment rate. Access to healthcare services. Access to education	Likert
Community Well-being (World Health Organization (WHO), 2018)	Focuses on measurable dimensions of well-being, including economic, social, health, education, environmental, and security aspects in the context of this research.	Adequate income level Adequate unemployment rate Adequate access to healthcare services Adequate access to education	Likert

FINDINGS

Respondent Characteristics

Descriptive analysis will illustrate respondent characteristics and describe the research data. In obtaining data, the researcher created a questionnaire that was distributed and filled out by the residents of Pongo village. This questionnaire contains several statements/questions about the influence of Physical and Non-Physical Programs on Community Well-being through the Leadership Style of the Pongo Village Government, with 102 questionnaires distributed. The distribution system of the 102 questionnaires involved delivering them from house to house and accompanying respondents to address any questions related to the questionnaire, ensuring no errors occurred in filling out the questionnaire. This research involved 102 respondents from the Pongo village community. Descriptive data on respondents provide straightforward information about the conditions of the subjects under study. Respondents in this research are described in terms of gender, age, and education.

Table 2. Description of Respondents

Characteristics	Options	Frequency	Percentage
Gender	Male	53	52%
	Female	49	48%
	Total	102	100%
Age	21-30 years old	14	14%
	31-40 years old	48	49%
	41-50 years old	22	19%
	Over 50 years old	18	27%
	Total	102	100%
Education	Postgraduate (Master's)	15	17%
	Education Undergraduate (Bachelor's)	55	64%
	Diploma (D3)	32	29%
	Total	102	100%

Respondents' Responses to Research Variables

Respondents' Responses to Research Variables In Table 2, it is noted that the number of male respondents is 53 (52%), and female respondents are 49 people (48%). The average age is between 21-30 years for 14 people (15%), 31-40 years

for 48 people (49%), and above 41-50 years for 22 people (19%). The overall educational level of the respondents is mostly university graduates (S1), totalling 55 people (64%). Based on the analysis of the characteristics of the respondents above, we get an overview of the Pongo village community consisting of gender, age, and education. Furthermore, to understand how respondents respond to research variables: Physical Program, Non-Physical Program, Leadership Style, and Community Well-being. The collected data were analyzed to obtain a description of the research variables, as shown in Table 3.

Table 3. Reliability, Convergent and Discriminant Validity

Variable	N	Mean
Physical	102	3.565
Non-Physical	102	3.355
Leadership Style	102	3.861
Community Well-being	102	3.231
Total	102	3.425

Validity and Reliability Test

Validity Test

Sugiyono (2012) stated that the validity test is an item analysis, which involves correlating the score of each item with the total score, which is the sum of each item score, under the condition that the statement item is considered valid and measurable. Validity testing is related to the accuracy or suitability of the measuring instrument for the measured concept, ensuring that the instrument can accurately measure what should be measured. A validity test is conducted on a sample of respondents to test whether a question item is valid. If the question item has an observed r > the table r, then the question item is considered valid at a significance level of 0.05.

Table 4. Validity Test Result

Question Items	Value	t-table	Decision
	Physical		
item1	0,803	0.4438	Valid
item2	0,879	0.4438	Valid
item3	0,720	0.4438	Valid
item4	0,689	0.4438	Valid
	Non-Physical		
item1	0,585	0.4438	Valid
item2	0,747	0.4438	Valid
item3	0,918	0.4438	Valid
Item4	0,980	0.4438	Valid
	Leadership Style		
item1	0,548	0.4438	Valid
item2	0,898	0.4438	Valid
item3	0,643	0.4438	Valid
item4	0,836	0.4438	Valid
item5	0,729	0.4438	Valid
	Community Well-being		
Item1	0,829	0.4438	Valid
Item2	0,782	0.4438	Valid
Item3	0,663	0.4438	Valid
Item4	0,523	0.4438	Valid
Item5	0,857	0.4438	Valid

The table value of r is determined by looking at the r-table for N=20 at a significance level of 5%, resulting in a table value of r equal to 0.4438. The comparison of the calculated r-value with the critical r-value from the validity test results indicates that all statement items for the constructs of physical, non-physical, leadership style, and Community Well-being are considered valid.

Reliability Test

The reliability test is used to determine the consistency of the measuring instrument and whether the measuring tool used is reliable and remains consistent when the measurement is repeated. The instrument in this study can be considered reliable if the Cronbach's alpha result is > 0.6. The summary of the reliability test results is presented in Table 5.

Table 5. Reliability Test

Variable	*Cronchbach Alpha Value*	Decision
Physical	0.775	Reliable
Non-physical	0.796	Reliable
Leadership style	0.777	Reliable
Community Well-being	0,770	Reliable

Based on Cronbach's alpha values in Table 5, it can be stated that the values of physical and non-physical leadership style and community well-being are greater than 0.60, indicating reliability.

Data Analysis and Hypothesis Testing

Structural Equation Modeling (SEM) analysis based on variance (VB-SEM) was employed using SmartPLS 3 software to examine the relationships between variables in this study. Before the SEM model is used to estimate the analyzed variables, it is essential to assess the validity and reliability of the resulting SEM model.

Model Validity Test

The validity test used to evaluate the validity level of the VB-SEM model in this study is Convergent Validity. There are two ways to determine the validity of the SEM model using the convergent validity technique: by examining the values of outer loading (factor loading) and the average variance extracted (AVE).

Outer Loading

The required factor loading value is > 0.7, and all indicators have values > 0.7 in the validity test conducted. The SEM model declared valid is presented in Figure 1.

Figure 1. Outer Model

Average Variance Extracted (AVE)

The measure used is Average Variance Extracted (AVE) with an expected value of > 0.5. The results of the validity test to assess the AVE values are presented in Table 6.

Table 6. Average Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Leadership Style	0.667
Physical Program	0.725
Non-Physical Program	0.597
Community Well-being	0.577

Table 5 shows that the AVE values of all observed variables in this study are > 0.5, so it can be said that all variables are valid and can be used to test the SEM model.

Model Reliability Test

Reliability is a measure of the consistency of indicators in measuring their variables. The values used to determine the SEM model's reliability level are Composite Reliability and Cronbach Alpha. This type of reliability determines the internal reliability level of variable indicators.

Table 7. Average Extracted (AVE)

Variable	Cronbach's Alpha	Composite Reliability
Leadership Style	0.899	0.923
Physical Program	0.905	0.929
Non-Physical Program	0.864	0.899
Community Well-being	0.854	0.891

The standard value for Cronbach's Alpha for a variable considered reliable is > 0.6, while the standard value for Composite Reliability is > 0.7. Therefore, based on the table above, it is known that all variables have Cronbach's Alpha values > 0.6 and Composite Reliability values > 0.7, indicating that the analyzed SEM model is reliable.

Analysis of Inter-Variable Influence and Hypothesis Testing

SEM analysis aims to test the magnitude of the influence of independent variables on dependent variables. The SEM model resulting from the study of inter-variable influence is presented in Figure 2.

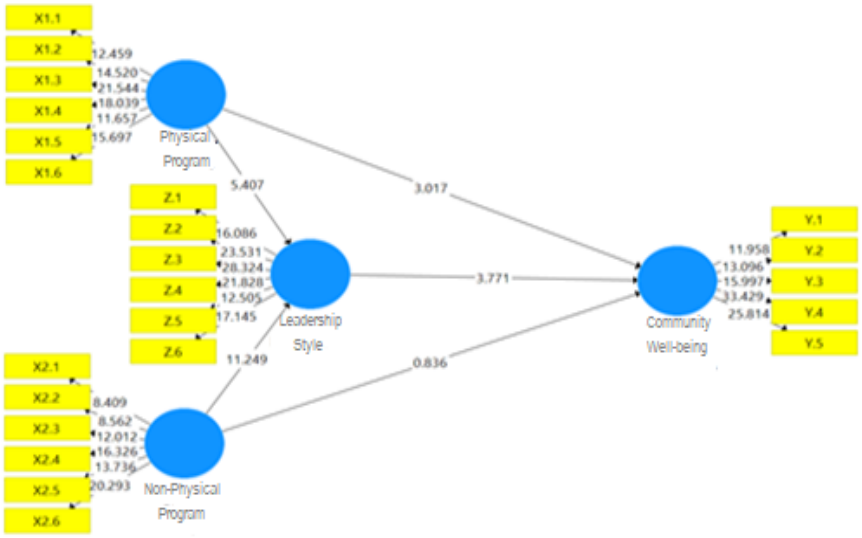

Figure 2. Inner Model

The Influence of Research Variables

Influence of Research Variables

The analysis of the influence of variables examined in this research includes the impact of physical program variables (X1), non-physical program variables (X2), leadership style (Z), and community well-being (Y). This analysis is also used

to test the research hypotheses. The magnitude of the influence of these variables is presented in Table 8.

Table 8. Direct Influence of Research Variables

Direct Effect	t-value	t- table	P- value	Cut off value
Leadership Style -> Community Well-being	3.771	1,98	0.000	0,05
Physical Program -> Leadership Style	5.407	1,98	0.000	0,05
Physical Program -> Community Well-being	3.017	1,98	0.003	0,05
Non-Physical Program -> Leadership Style	11.249	1,98	0.000	0,05
Non-Physical Program -> Community Well-being	0.836	1,98	0.403	0,05

First Hypothesis: It is suspected that the physical program positively and significantly influences leadership style. The result of the T statistical analysis obtained a t-score of 5.407 > t-table = 1.98 with a P-value of 0.000, which is smaller than the cut-off Value of 0.05. It implies that the physical program variable positively and significantly influences leadership style. Therefore, the first hypothesis is accepted. Second Hypothesis: The non-physical program is suspected to positively and substantially influence leadership style. The result of the T statistical analysis obtained a t-score of 11.249 > t-table = 1.980 with a P-value of 0.000, which is smaller than the cut-off Value of 0.05. It means that the non-physical program variable positively and significantly influences leadership style. Therefore, the second hypothesis is accepted.

Third Hypothesis: It is suspected that leadership style positively and significantly influences community well-being. The result of the T statistical analysis obtained a t-score of 3.771 > t-table = 1.980 with a P-value of 0.000, which is smaller than the cut-off Value of 0.05. It means that the leadership style variable positively and significantly influences community well-being. Therefore, the third hypothesis is accepted. Fourth Hypothesis: The physical program is suspected to positively and substantially influence community well-being. The result of the T statistical analysis obtained a t-score of 3.017 > t-table = 1.98 with a P-value of 0.003, which is smaller than the cut-off Value of 0.05. It implies that the physical program variable positively and significantly influences community well-being. Therefore, the fourth hypothesis is accepted.

Fifth Hypothesis: It is suspected that the non-physical program positively and significantly influences community well-being. The result of the T statistical analysis obtained a t-score of 0.836 < t-table = 1.98 with a P-value of 0.403, which is larger than the cut-off Value of 0.05. It means that the non-physical program variable has a positive influence but is not significant on community well-being. Therefore, the fifth hypothesis is rejected.

Sixth Hypothesis: It is suspected that the physical program positively and significantly influences community well-being through leadership style. The result of the T statistical analysis obtained a t-score of 2.632 > t-table = 1.98 with a P-value of 0.009, which is larger than the cut-off Value of 0.05. It implies that the physical program variable positively and significantly influences community well-being. Therefore, the sixth hypothesis is accepted. Seventh Hypothesis: The non-physical program is suspected to positively and substantially influence community well-being through leadership style. The result of the T statistical analysis obtained a t-score of 4.000 > t-table = 1.98 with a P-value of 0.000, which is larger than the cut-off Value of 0.05. It means that the non-physical program variable positively and significantly influences community well-being. Therefore, the seventh hypothesis is accepted.

DISCUSSION

Influence of Physical Program on Leadership Style

The research findings indicate that the physical program variable positively and significantly influences leadership style. A well-implemented physical program can encompass road construction, bridges, buildings, clean water facilities, irrigation, recreation areas, or health facilities. The primary objective of a physical program is to enhance the quality of life for the community, improve infrastructure, and create a better environment, thus elevating leadership style in the village. This research aligns with the theory per Busro (2018), stating that leadership style is how a leader influences a physical program so that individuals willingly undertake numerous actions directed by the leader without feeling pressured, all in the pursuit of community well-being goals. Deciding on the best course of action for

an organization is one of the crucial responsibilities of a leader (Anwar & Yusuf, 2023).

Influence of Non-Physical Program on Leadership Style

The research findings indicate that the non-physical variable positively and significantly influences leadership style. Non-physical programs can serve as a basis for measuring leadership style by conducting training related to leadership. This research aligns with the theory according to Sedarmayanti (2009) and Paniagih et al. (2021), where the non-physical work environment encompasses all conditions related to work relationships, both with superiors and in achieving actualization. Leaders play a crucial role in achieving higher moral maturity levels, and effective leaders can mobilize subordinates to prioritize the collective good over individual interests.

Influence of Leadership Style on Community Well-being

The research findings indicate that the leadership style variable positively and significantly influences community well-being. A good leadership style plays a crucial role in creating a productive work culture and ensures the community's well-being, allowing them to lead their daily lives well and fostering high levels of loyalty. It aligns with the research conducted by Umar et al. (2023) and Hermawan (2023), demonstrating leadership models' positive and significant influence on employees' well-being and work productivity from an Islamic economic perspective.

Influence of Physical Program on Community Well-being

The research findings indicate that the physical program variable positively and significantly influences community well-being. A physical program is one activity that can assist the community in the form of infrastructure development, such as irrigation construction, contributing to community well-being. Community well-being is achieved when the community's physical and spiritual needs are fulfilled, including infrastructure development to enhance the standard and quality of life. This finding is consistent with the study by Fajri (2017), demonstrating the positive impact of village road infrastructure development on the community's well-being.

Influence of Non-Physical Programs on Community Well-being

The research findings indicate that the non-physical program variable has a positive but insignificant influence on community well-being. Non-physical programs implemented by the local government, such as training and direct cash assistance (BLT), may not guarantee community well-being due to insufficient provision for physical and spiritual needs and their non-sustainable nature. This finding contradicts the study by Djako et al. (2022) and Azhari and Suhartini (2021), which shows that direct cash assistance positively influences the community's well-being in Moodu Village, Gorontalo.

Influence of Physical Program on Community Well-being through Leadership Style

The research findings indicate that the physical program variable positively and significantly influences community well-being through leadership style. Leadership style determines the direction of development in an area, and when combined with a physical program, it becomes an essential aspect of community well-being. It aligns with the study by Aulia and Sarwoprasodjo (2019), which suggests that a female village head's leadership style leads to higher well-being than a male village head influenced by different leadership styles. According to Hidayati (2023), the leadership role of a village chief is crucial in enhancing citizen participation to raise awareness of the importance of involvement in village physical development activities, which, in turn, is expected to boost the village's economy and directly impact the welfare of the rural community.

Influence of Non-Physical Program on Community Well-being through Leadership Style

The research findings indicate that the non-physical program variable positively and significantly influences community well-being through leadership style. Leadership style is an effort to enhance community participation, roles, and independence in decision-making and implementing village development programs. Social and welfare programs support and assist vulnerable groups or those in need, contributing to community well-being. This finding is consistent with Ariani's (2017) study on the leadership skills of the village head in Karang Anyar, Lampung, showing that effective leadership skills positively impact non-physical village development.

CONCLUSION

The study indicates that the physical program variable positively and significantly impacts leadership style. The presence of a well-established physical program that facilitates all governmental activities can influence an individual's leadership style, enhancing the effectiveness of the government system. Similarly, the non-physical program variable demonstrates a positive and significant influence on leadership style. Non-physical programs, emphasizing personal development and enhancing capacities and soft skills, can positively shape an individual's leadership style in governing more effectively. Furthermore, the leadership style variable positively and significantly influences community well-being. A leader's success is measured by their ability to elevate community well-being, achievable through a leadership style that fosters a productive work culture.

The physical program variable also plays a significant role in influencing community well-being positively. Enhancements in physical programs, quantitatively and qualitatively, supporting various economic and non-economic activities within the community, contribute to the increased well-being of the community. On the other hand, while having a positive influence, the non-physical program variable lacks statistical significance in impacting community well-being. Another aspect crucial for improving community well-being is the empowerment-oriented enhancement of non-physical programs. Moreover, the study establishes that the physical program variable significantly contributes to community well-being when coupled with effective leadership styles. Adequate physical programs and impactful leadership have proven to elevate community well-being. Similarly, when aligned with community needs and effective leadership styles, the non-physical program variable significantly influences community well-being. Non-physical programs that resonate with community requirements, coupled with effective leadership, have demonstrated a substantial impact on community well-being.

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