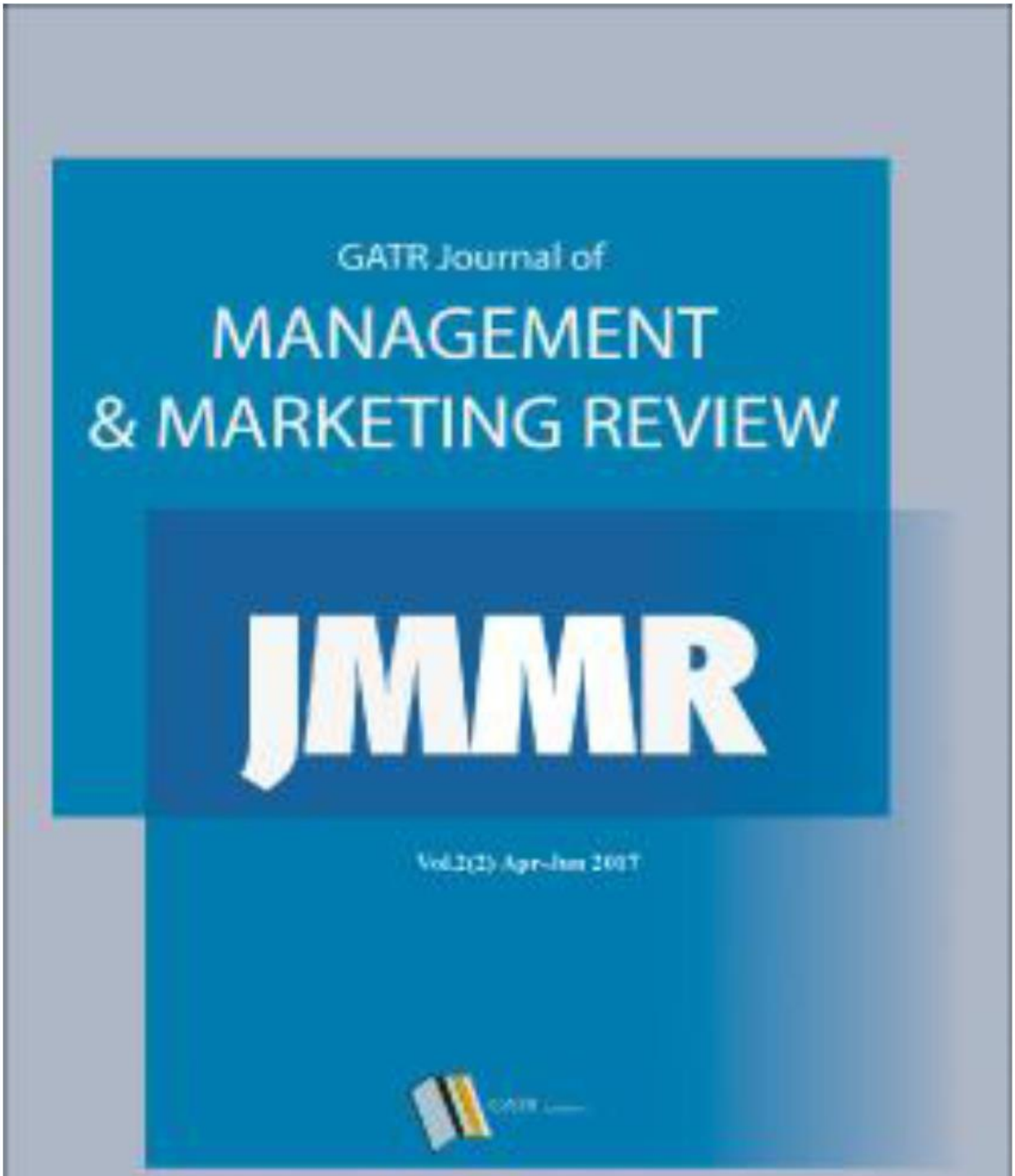

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Author(s): Yanki Hartijasti and Surya Dwi Kusuma Darpita

Affiliation: Universitas Indonesia, Indonesia

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Experimental Research: BASO Model-Based Strategic Planning Training Mediated by Training Follow up Sessions and Moderated by Transformational Leadership Impact on Mosque Organizational Effectiveness

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Keywords: Organisational Effectiveness, Strategic Planning Training, Training Follow Up, Transformational Leadership.

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The Relationships between Personal Values, Institutional Values and Affective Commitment (A Case of Graduate Students at A FaithBased Institution in Indonesia)

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Affiliation: Universitas Atma Jaya Yogyakarta, Indonesia.

Keywords: Personal Values; Institutional Values; Affective Commitment; Graduate Students.

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Examine the Effect of Organizational Justice on Job Satisfaction and Employee Performance

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Affiliation: Daugavpils University, Latvia

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Individual Motives or Organisational Support? Exclusive Breastfeeding Behaviour Among Women Workers in Indonesia

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Keywords: Exclusive breastfeeding; Women workers; Manufacturing; Theory of Planned Behaviour; Perceived Organizational Support, Indonesia.

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Women, Climate Change and Economic Problems in the Family

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The Influence of the Dimensions of Service Quality on Customer Satisfaction at Hotels in Batu City, Indonesia

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Author(s): Tjokorda Gde Raka Sukawati

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Green Purchase Behavior: The Role of Religiosity, Environmental Attitude, and Environmental Knowledge

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Keywords: Religiosity; Environmental Attitude; Environmental Knowledge; Green Purchase Behavior.

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FMCG Product Endorser Advertising Variable Affect the Purchase Decisions and Brand Loyalty in the Community in the Korwil Jember

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Author(s): Bunga Indah Bayunitri, Fitri Nuraeni and Nenden Desi

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Keywords: Digital Word of Mouth; Dusun Bambu; Marketing; Purchase Decision; Tourism.

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Digital Video as a Promotional Media and Brand Equity of a Product That has an Influence on Consumer Buying Interest (A Research of Social Media Active Users)

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Keywords: Consumers' Decision-Making; Financial Technology; Innovation-Decision Process; Mobile Payment Adoption; Technology Adoption.

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Resistance to Change (RTC): A Taxonomical Perspective

Author(s): Ahmad Syahmi Ahmad Fadzil, Syed Jamal Abdul Nasir Syed Mohamad and Roshidi Hassan

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Keywords: Resistance to Change; Change Taxonomy; Individual Resistance; Change Programme Resistance; Institution Resistance.

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Keywords: Inflation; Exchange Rates; Interest Rates; Capital Structure; Liquidity; ROE; Investment Risk.

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Inter-Governmental Relation in City Bus Public Transportation Service in Surakarta in Indonesia

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The Analysis of Community Empowerment Process through Poor Community Group (The Comparative Study of Pilot and Replication Areas)

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Keywords: Poverty; Empowerment; Stakeholder; Community Group.

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Border Communities Understanding on The Human Trafficking in Indonesia-Malaysia Border Region: Case Study in Sambas District, West Kalimantan

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Keywords: Community; Human Trafficking; Indonesia-Malaysia Border; Safe Migration.

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Hey Stress, I Stress to De-Stress Me from Distress: A Study on Indian Police Constables

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The Analysis of Community Empowerment Process through Poor Community Group (The Comparative Study of Pilot and Replication Areas)

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ABSTRACT

Objective – The objectives of this study are to find out how to empower the poor through community groups (Pokmaskin) at Wukirsari village. The second objective is to create a model for community empowerment with the basic of comparative for pilot and replication area.

Methodology/Technique – The first method is Analytical Hierarchy Process (AHP) to analyse the factors that affect the community empowerment through poor society in the pilot areas and the area will be used replication analysis. The second method will use qualitative method with Focus Group Discussion and in-depth interview to answer how the empowerment model that is right for the poor in urban and rural areas. FGD involve various stakeholders in the area of both the elements of society, leaders, NGOs and government.

Findings – The result showed that the factors which is the most influenced on the community development as perceived by members of community groups in the pilot and replication areas are, internal factors, institutional factor and external factor. Increasing the internal factor with increased motivation main target group members in the community empowerment; increasing institutional support in the form of legality, the role of local government, support from community leaders, encourages community motivation, formed to develop the organization; and empower all stakeholders, especially the private sector to provide support in training, financial, increase production and marketing.

Novelty – The study uses Analytical Hierarchy Process (AHP) and Focus Group Discussion to reach the results.

Type of Paper: Empirical.

Keywords: Poverty; Empowerment; Stakeholder; Community Group.

JEL Classification: P32, P35.

1. Introduction

Poverty is a classic problem caused by economic and non-economic factors such as cultural, sociological, political, and geographical issues. The approach taken by the government such as integration, mutual self-help, self-reliance, empowerment, decentralization and local approach, and the target communities determine the

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success of poverty reduction programs in Indonesia. Poverty alleviation programs in Indonesia can divided into four clusters: family-based social assistance, community-based poverty reduction, micro and small economic empowerment-based poverty reduction, and improvement and expansion of pro-people programs.(Brodjonegoro, 2004).

Empowerment and participatory are the keywords in endogenous economic development. These keywords mean the direct involvement of local organizations or functional groups of citizens to become active agents in their own development process.(Fernández-Moral, Vidueira, Díaz-Puente, & De Nicolás, 2015). Empowerment is a unique concept that adapts to local community conditions, where, in some cases, groups are not created spontaneously but require an external stimulus in accordance with external agencies that support community development. Such institutions include academics, business, community, and government. They help the target communities by identifying and prioritizing their needs and improve their ability to design measures to meet this need. (Shucksmith 2000). External agencies also assist in the planning, facilitation, implementation, monitoring, and evaluation. Evaluation is an important method in a process to assess how far the result of performance is in accordance with the objectives, and identify issues that either encourage or inhibit the empowerment process.(Wandersman & Snell-johns 2005).

One of the poverty alleviation programs considered successful and awarded Indonesian best practice award in 2011 is empowering impoverished communities through impoverished community groups in Wukirsari Sleman. The program in Wukirsari is based on institution and participatory approaches. To expand access to, the empowerment model was replicated in six villages in rural and urban areas. This study aims to 1) Identify factors that affect community empowerment through *pokmaskin* in the pilot and sample villages in rural and urban areas; 2) Formulate an appropriate empowerment model and strategy for poverty communities in urban and rural areas

2. Literature Review

Empowerment is defined as the provision of power or authority to the powerless parties. Individual or group powerlessness is not caused by the lack of potential, but simply because the potential and its corresponding direction have not been discovered. Empowerment is defined as a process to gain power, strength, or ability, and the process of giving power, strength, or ability from the parties with-power to the parties lacking of or without-power. (Mafruhah, Istiqomah, Mulyani, & Rahardjo, 2016). Cognitive Empowerment is influenced by environmental, organizational, and individual factors, and can serve as an influential factor in organizational effectiveness and innovation. Psychologically, empowerment includes five values meaning, competence, impact, self-determination, and confidence. (Safari, Rastegar, & Jahromi, 2010). Empowerment of the impoverished community will always relate to elements of entrepreneurship: how people are encouraged to develop their full potential, both internally and externally so that they can be independent.

Research conducted in the USA showed that community empowerment reflects the moral values of the past that promote strong family in a healthy environment, mutual help, volunteerism, and the balance of rights and responsibilities. The strengthening of social institutions in the local neighbourhood also contributes to the success of empowerment programs. (Dreier, 1996). One characteristic of Indonesian culture is mutual self-help which has lasted for hundreds of years. The culture has facilitated the formation of self-sufficiency created by mutual self-help is referred to as self-reliance and leads to empowerment. In essence, empowerment is the creation of an atmosphere or climate that allows the community potential to develop. By working collectively and collegially- where all members of the community will have a role in accordance with their respective abilities- the untapped potential will be developed.

The development of empowerment programs needs to consider the unique conditions of local communities. Pribadi, Kusumastuti, Sagala and Wimbardana (2014) tries to compare the process of community empowerment in addressing natural disasters in Banda Aceh, Nangroe Aceh Darussalam and Bantul, Yogyakarta. The study shows that the actual pattern of community life in Aceh and Yogyakarta similar but there are different result for empowerment. People of Yogyakarta are considered superior because of a

relatively higher social capital for community empowerment activities, culture deeply rooted in mutual self-help, a strong influence of traditional leadership, and NGO has existed in the community as a catalyst for increased capacity. This is in contrast to Aceh, where the pattern of leadership underwent a drastic change as the accumulation of a prolonged conflict that led to the Aceh people having the tendency to be closed-minded. Local NGOs is mostly formed with the background of vertical conflict.

3. Methodology

This study will explore in more detail factors that affect the success of empowerment programs with a case study in a pilot region, Wukirsari village in Yogyakarta and its replications, Pijiharjo village in Wonogiri and Panularan village in Surakarta. The sample replication villages are those that succeeded in the empowerment process of the impoverished community group. The analytical tools used in this study include:

1. Analytical Hierarchy Process (AHP), a method that breaks down a complex problem into hierarchical groups or commonly called the problem tree. Three main variables will be derived into the support variable, as shown in Figure 1.

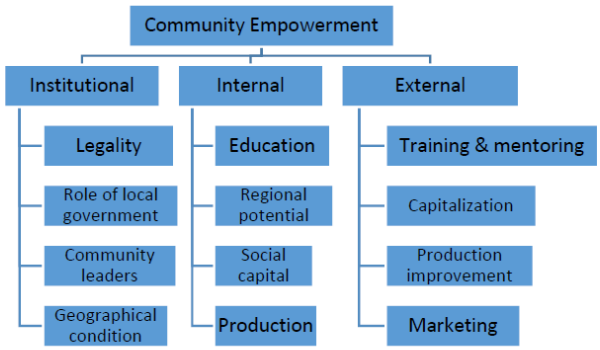

Figure 1. Main Variables of Community Empowerment

In depth interviews and focus group discussions with various stakeholders from the community, leaders, NGOs, and governments. Interview guide will be structured based on the results of the previously implemented activities.

4. Results

The Wukirsari Poverty community was established in 2005 due to various conflicts of interest in poverty alleviation interventions. The connection between members based on the feeling of kinship helps poverty community run particularly smoothly. In accordance with the theory of empowerment based on mutual self-help or collective aspect, the poverty community develops interest to be more empowered, by forming a more complete institutional structure to bridge the interests of society and the government in addressing poverty through alleviation programs.

The success of the Wukirsari poverty community has inspired the government to replicate it in other areas with urban and rural bases: Surakarta and Wonogiri, which represent an urban and a rural area respectively. In city district, three villages are selected as replication objects. In Surakarta, Panularan, Joyontakan and Mojosongo are chosen, and Pijiharjo, Kepuhsari and Wonodadi in Wonogiri. AHP analysis results are shown in Table 1, table 2, table 3 and table 4.

Table 1. AHP analysis results on the major factors

Criteria	Priority Value	Ranked
Institutional	0.345849574	2
Internal	0.379701053	1
External	0.274449373	3

Sources: Primary data is processed

Table 2. AHP analysis results on the internal factors

Criteria	Priority Value	Ranked
Education	0.354571578	1
Regional Potential	0.236887781	3
Social Capital	0.242181375	2
Production	0.166359266	4

Sources: Primary data is processed

Table 3. AHP analysis results on the institutional factors

Criteria	Priority Value	Ranked
Legality	0.3005232	1
Local government	0.2604128	2
Community leaders	0.2268150	3
Geographical	0.2122490	4

Sources: Primary data is processed

Table 4. AHP analysis results on the internal factors

Criteria	Priority Value	Ranked
Training	0.2668069	2
Capital	0.2138424	3
Production	0.2131858	4
Market	0.3061649	1

Sources: Primary data is processed

Factors considered as having the most influence on the community empowerment based on poverty community members perception in the sample and replication areas shown in table 1, are the internal factors, followed by institutional and external factors. Internal factors are derived into four variables: education, regional potential, social capital, and production. AHP analysis results are shown in Table 2. Institutional factors divided into four factors: legality, the role of local and village governments, community leaders, and geographical condition. External factors are also divided into four variables: training, capital, production, and market. The analysis show that legality ranks first followed by the local government and villages, community leaders, and geographical factors. The analysis showed that market ranks first in the external factors, followed by training, capital, and production.

5. Discussion

Education ranks first in the internal factors. It is one of the poverty cycle breaker. It enhances the ability of an individual personally and improves the ability to open up employment and business opportunities. It also allows a person to receive discourses and understanding of empowerment and steps that must be taken as the

ability to develop personally and the organization is largely determined by education. Social capital, the second rank, concerns with the potential and social skills in impoverished community groups, which includes cooperation, honesty, and trustworthiness. Regional potential may be developed by both education and social capital, while the fourth rank, the production, is a result of collaboration between education, social capital, and regional potential. The product is the development result of the first cluster ie social assistance towards the second cluster ie empowerment-based poverty alleviation. This indicates that empowerment process involves entrepreneurship. (Yoon et al. 2015)

Related to the first external factor, legality, the respondents stated that legality, particularly formal legal recognition, is very important for poverty community sustainability. Another form of legality is Statutes and Bylaws as a factor governing community groups internally and with third parties, so that Pokmas can run smoothly and as expected. Community leadership is an important variable because they will be role models, and geographical condition determines the ease for community group members to socialize and cooperate.

The third factor is external, of which the first variable is market, which is the key benchmarks whether products from a community group are accepted or rejected. The market is important because if the product is not saleable and accepted by the market, it will disrupt production and lower public confidence. The market is a determinant in the success of a productive business that commonly becomes a driver in empowerment activities. Ranked second, training will increase the willingness and ability of people to perform productive activities. Structured and continuous training will encourage people to become more empowered because their ability increases. Although frequently considered important, capital ranks only third. Based on the in-depth interview results, respondents believes that personal ability developed through trainings is the most important factor.

Appropriate Empowerment Model for the impoverished groups in urban and rural areas

AHP results show that internal factors determine the success of community empowerment, followed by institutional and external factors, so that the empowerment model needs to 1) Increase internal factors by enhancing community member motivation in empowerment as the main target. 2) Improve institutional support in the form of legality, the role of local governments, support from community leaders and the geographical condition to motivate the community to develop the organization. Empower all existing stakeholders, especially the private sector to support trainings and mentoring, capitalization, production and marketing, shown in figure 2.

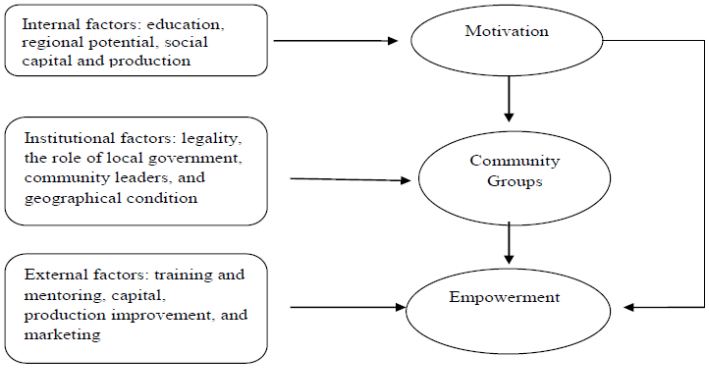

Figure 2. The Model of Empowerment

6. Conclusion

The conclusion are, the replication of community groups is successful in four villages. Factors that drive the success are (a) Leadership and direct guidance for the community; (b) The proximity of socio-cultural factors enables the impoverished to comfortably perform mutual activities, based on existing local wisdoms; (c) The willingness of people to cooperate and move forward together. The model applied to empower people is motivation and willingness enhancement to move forward. After motivation is built, people need to be encouraged to establish the organization as a place for communal activities. The next step is to obtain third-party support for empowerment.

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The Analysis of Community Empowerment Process through Poor Community Group (The Comparative Study of Pilot and Replication Areas)

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ABSTRACT

Objective – The objectives of this study are to find out how to empower the poor through community groups (Pokmaskin) at Wukirsari village. The second objective is to create a model for community empowerment with the basic of comparative for pilot and replication area.

Methodology/Technique – The first method is Analytical Hierarchy Process (AHP) to analyse the factors that affect the community empowerment through poor society in the pilot areas and the area will be used replication analysis. The second method will use qualitative method with Focus Group Discussion and in-depth interview to answer how the empowerment model that is right for the poor in urban and rural areas. FGD involve various stakeholders in the area of both the elements of society, leaders, NGOs and government.

Findings – The result showed that the factors which is the most influenced on the community development as perceived by members of community groups in the pilot and replication areas are, internal factors, institutional factor and external factor. Increasing the internal factor with increased motivation main target group members in the community empowerment; increasing institutional support in the form of legality, the role of local government, support from community leaders, encourages community motivation, formed to develop the organization; and empower all stakeholders, especially the private sector to provide support in training, financial, increase production and marketing.

Novelty – The study uses Analytical Hierarchy Process (AHP) and Focus Group Discussion to reach the results.

Type of Paper: Empirical.

Keywords: Poverty; Empowerment; Stakeholder; Community Group.

JEL Classification: P32, P35.

1. Introduction

Poverty is a classic problem caused by economic and non-economic factors such as cultural, sociological, political, and geographical issues. The approach taken by the government such as integration, mutual self-help, self-reliance, empowerment, decentralization and local approach, and the target communities determine the

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success of poverty reduction programs in Indonesia. Poverty alleviation programs in Indonesia can divided into four clusters: family-based social assistance, community-based poverty reduction, micro and small economic empowerment-based poverty reduction, and improvement and expansion of pro-people programs.(Brodjonegoro, 2004).

Empowerment and participatory are the keywords in endogenous economic development. These keywords mean the direct involvement of local organizations or functional groups of citizens to become active agents in their own development process.(Fernández-Moral, Vidueira, Díaz-Puente, & De Nicolás, 2015). Empowerment is a unique concept that adapts to local community conditions, where, in some cases, groups are not created spontaneously but require an external stimulus in accordance with external agencies that support community development. Such institutions include academics, business, community, and government. They help the target communities by identifying and prioritizing their needs and improve their ability to design measures to meet this need. (Shucksmith 2000). External agencies also assist in the planning, facilitation, implementation, monitoring, and evaluation. Evaluation is an important method in a process to assess how far the result of performance is in accordance with the objectives, and identify issues that either encourage or inhibit the empowerment process.(Wandersman & Snell-johns 2005).

One of the poverty alleviation programs considered successful and awarded Indonesian best practice award in 2011 is empowering impoverished communities through impoverished community groups in Wukirsari Sleman. The program in Wukirsari is based on institution and participatory approaches. To expand access to, the empowerment model was replicated in six villages in rural and urban areas. This study aims to 1) Identify factors that affect community empowerment through *pokmaskin* in the pilot and sample villages in rural and urban areas; 2) Formulate an appropriate empowerment model and strategy for poverty communities in urban and rural areas

2. Literature Review

Empowerment is defined as the provision of power or authority to the powerless parties. Individual or group powerlessness is not caused by the lack of potential, but simply because the potential and its corresponding direction have not been discovered. Empowerment is defined as a process to gain power, strength, or ability, and the process of giving power, strength, or ability from the parties with-power to the parties lacking of or without-power. (Mafruhah, Istiqomah, Mulyani, & Rahardjo, 2016). Cognitive Empowerment is influenced by environmental, organizational, and individual factors, and can serve as an influential factor in organizational effectiveness and innovation. Psychologically, empowerment includes five values meaning, competence, impact, self-determination, and confidence. (Safari, Rastegar, & Jahromi, 2010). Empowerment of the impoverished community will always relate to elements of entrepreneurship: how people are encouraged to develop their full potential, both internally and externally so that they can be independent.

Research conducted in the USA showed that community empowerment reflects the moral values of the past that promote strong family in a healthy environment, mutual help, volunteerism, and the balance of rights and responsibilities. The strengthening of social institutions in the local neighbourhood also contributes to the success of empowerment programs. (Dreier, 1996). One characteristic of Indonesian culture is mutual self-help which has lasted for hundreds of years. The culture has facilitated the formation of self-sufficiency created by mutual self-help is referred to as self-reliance and leads to empowerment. In essence, empowerment is the creation of an atmosphere or climate that allows the community potential to develop. By working collectively and collegially- where all members of the community will have a role in accordance with their respective abilities- the untapped potential will be developed.

The development of empowerment programs needs to consider the unique conditions of local communities. Pribadi, Kusumastuti, Sagala and Wimbardana (2014) tries to compare the process of community empowerment in addressing natural disasters in Banda Aceh, Nangroe Aceh Darussalam and Bantul, Yogyakarta. The study shows that the actual pattern of community life in Aceh and Yogyakarta similar but there are different result for empowerment. People of Yogyakarta are considered superior because of a

relatively higher social capital for community empowerment activities, culture deeply rooted in mutual self-help, a strong influence of traditional leadership, and NGO has existed in the community as a catalyst for increased capacity. This is in contrast to Aceh, where the pattern of leadership underwent a drastic change as the accumulation of a prolonged conflict that led to the Aceh people having the tendency to be closed-minded. Local NGOs is mostly formed with the background of vertical conflict.

3. Methodology

This study will explore in more detail factors that affect the success of empowerment programs with a case study in a pilot region, Wukirsari village in Yogyakarta and its replications, Pijiharjo village in Wonogiri and Panularan village in Surakarta. The sample replication villages are those that succeeded in the empowerment process of the impoverished community group. The analytical tools used in this study include:

1. Analytical Hierarchy Process (AHP), a method that breaks down a complex problem into hierarchical groups or commonly called the problem tree. Three main variables will be derived into the support variable, as shown in Figure 1.

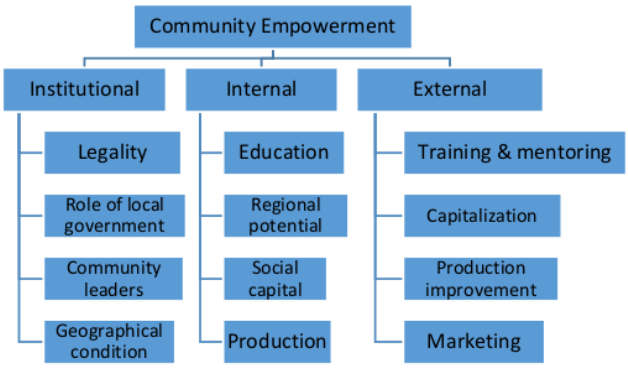

Figure 1. Main Variables of Community Empowerment

In depth interviews and focus group discussions with various stakeholders from the community, leaders, NGOs, and governments. Interview guide will be structured based on the results of the previously implemented activities.

4. Results

The Wukirsari Poverty community was established in 2005 due to various conflicts of interest in poverty alleviation interventions. The connection between members based on the feeling of kinship helps poverty community run particularly smoothly. In accordance with the theory of empowerment based on mutual self-help or collective aspect, the poverty community develops interest to be more empowered, by forming a more complete institutional structure to bridge the interests of society and the government in addressing poverty through alleviation programs.

The success of the Wukirsari poverty community has inspired the government to replicate it in other areas with urban and rural bases: Surakarta and Wonogiri, which represent an urban and a rural area respectively. In city district, three villages are selected as replication objects. In Surakarta, Panularan, Joyontakan and Mojosongo are chosen, and Pijiharjo, Kepuhsari and Wonodadi in Wonogiri. AHP analysis results are shown in Table 1, table 2, table 3 and table 4.

Table 1. AHP analysis results on the major factors

Criteria	Priority Value	Ranked
Institutional	0.345849574	2
Internal	0.379701053	1
External	0.274449373	3

Sources: Primary data is processed

Table 2. AHP analysis results on the internal factors

Criteria	Priority Value	Ranked
Education	0.354571578	1
Regional Potential	0.236887781	3
Social Capital	0.242181375	2
Production	0.166359266	4

Sources: Primary data is processed

Table 3. AHP analysis results on the institutional factors

Criteria	Priority Value	Ranked
Legality	0.3005232	1
Local government	0.2604128	2
Community leaders	0.2268150	3
Geographical	0.2122490	4

Sources: Primary data is processed

Table 4. AHP analysis results on the internal factors

Criteria	Priority Value	Ranked
Training	0.2668069	2
Capital	0.2138424	3
Production	0.2131858	4
Market	0.3061649	1

Sources: Primary data is processed

Factors considered as having the most influence on the community empowerment based on poverty community members perception in the sample and replication areas shown in table 1, are the internal factors, followed by institutional and external factors. Internal factors are derived into four variables: education, regional potential, social capital, and production. AHP analysis results are shown in Table 2. Institutional factors divided into four factors: legality, the role of local and village governments, community leaders, and geographical condition. External factors are also divided into four variables: training, capital, production, and market. The analysis show that legality ranks first followed by the local government and villages, community leaders, and geographical factors. The analysis showed that market ranks first in the external factors, followed by training, capital, and production.

5. Discussion

Education ranks first in the internal factors. It is one of the poverty cycle breaker. It enhances the ability of an individual personally and improves the ability to open up employment and business opportunities. It also allows a person to receive discourses and understanding of empowerment and steps that must be taken as the

ability to develop personally and the organization is largely determined by education. Social capital, the second rank, concerns with the potential and social skills in impoverished community groups, which includes cooperation, honesty, and trustworthiness. Regional potential may be developed by both education and social capital, while the fourth rank, the production, is a result of collaboration between education, social capital, and regional potential. The product is the development result of the first cluster ie social assistance towards the second cluster ie empowerment-based poverty alleviation. This indicates that empowerment process involves entrepreneurship. (Yoon et al. 2015)

Related to the first external factor, legality, the respondents stated that legality, particularly formal legal recognition, is very important for poverty community sustainability. Another form of legality is Statutes and Bylaws as a factor governing community groups internally and with third parties, so that Pokmas can run smoothly and as expected. Community leadership is an important variable because they will be role models, and geographical condition determines the ease for community group members to socialize and cooperate.

The third factor is external, of which the first variable is market, which is the key benchmarks whether products from a community group are accepted or rejected. The market is important because if the product is not saleable and accepted by the market, it will disrupt production and lower public confidence. The market is a determinant in the success of a productive business that commonly becomes a driver in empowerment activities. Ranked second, training will increase the willingness and ability of people to perform productive activities. Structured and continuous training will encourage people to become more empowered because their ability increases. Although frequently considered important, capital ranks only third. Based on the in-depth interview results, respondents believes that personal ability developed through trainings is the most important factor.

Appropriate Empowerment Model for the impoverished groups in urban and rural areas

AHP results show that internal factors determine the success of community empowerment, followed by institutional and external factors, so that the empowerment model needs to 1) Increase internal factors by enhancing community member motivation in empowerment as the main target. 2) Improve institutional support in the form of legality, the role of local governments, support from community leaders and the geographical condition to motivate the community to develop the organization. Empower all existing stakeholders, especially the private sector to support trainings and mentoring, capitalization, production and marketing, shown in figure 2.

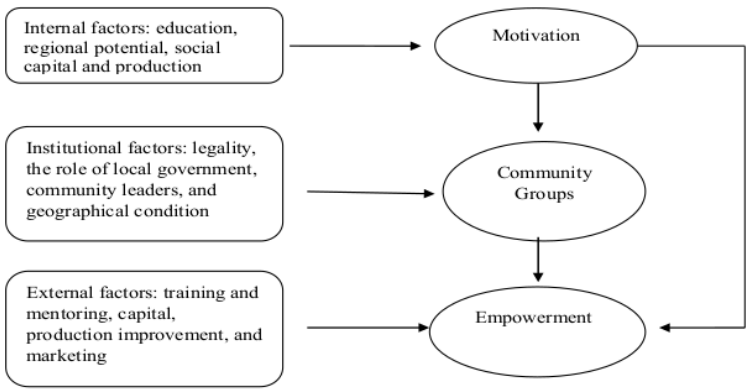

Figure 2. The Model of Empowerment

6. Conclusion

The conclusion are, the replication of community groups is successful in four villages. Factors that drive the success are (a) Leadership and direct guidance for the community; (b) The proximity of socio-cultural factors enables the impoverished to comfortably perform mutual activities, based on existing local wisdoms; (c) The willingness of people to cooperate and move forward together. The model applied to empower people is motivation and willingness enhancement to move forward. After motivation is built, people need to be encouraged to establish the organization as a place for communal activities. The next step is to obtain third-party support for empowerment.

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