



# Social Capital and Management Synergies: Exploring Transmigrant Communities' Development in Halmahera Island

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**Abstract.** This study explores how social capital is formed and utilized in transmigrant communities on Halmahera Island, Indonesia, and examines the role of management synergies in enhancing community resilience and sustainable development. Using a qualitative case study approach, data were collected through semi-structured interviews, focus group discussions, and participant observation. The findings reveal that bonding social capital within ethnic groups fosters trust and mutual support, though it can limit interaction with local communities. Bridging social capital, while less developed, is crucial for cross-group cooperation. Additionally, management synergies—through coordinated efforts among community leaders, local governments, and NGOs—enhance resource mobilization and the implementation of development projects. Leadership plays a key role in these synergies, facilitating collaboration and inclusive decision-making. The study highlights the mutually reinforcing interaction between social capital and management synergies, which contributes to the long-term sustainability of transmigrant communities.

**Keywords:** Management synergies, Social capital, Sustainable development, Transmigrant communities.

## 1. INTRODUCTION

The concept of social capital has gained increasing prominence in regional development discourse, particularly in contexts where communities face socioeconomic challenges. Broadly defined as the networks, norms, and trust that enable individuals to act collectively, social capital plays a crucial role in fostering cooperation, promoting mutual support, and driving community-based development initiatives (Jordan, 2015; Pramanik et al., 2019). This research explores the role of social capital in shaping the development trajectory of transmigrant communities on Halmahera Island, Indonesia, and how management synergies—collaborations among various stakeholders—enhance the community's capacity for sustainable growth. Halmahera Island, located in North Maluku Province in eastern Indonesia, has been a key destination for government-initiated transmigration programs, which resettle people from densely populated areas to more sparsely inhabited regions (Boedihartono et al., 2007; Mustopadidjaya, 1984). Transmigrants, who often come from diverse cultural, ethnic, and linguistic backgrounds, face considerable challenges in their new environment. These include establishing social networks, accessing resources, and integrating into local socioeconomic structures (Basuki et al., 2024; Plöger & Becker, 2015; Ryan et al., 2008). Given these conditions, the success of transmigrant communities in achieving sustainable development is closely tied to their ability to build and leverage social capital while benefiting from effective management synergies that facilitate cooperation between community members, local authorities, and external organizations (Cherti, 2008; Wahab, 2012).

In rural and transmigrant settings, social capital functions as an essential asset that enables communities to overcome obstacles by fostering trust, building networks, and encouraging collective action (Aritenang, 2021; Kresna, 2021). This research aims to explore how social capital is formed and utilized within transmigrant communities on Halmahera Island, focusing on its role in promoting socioeconomic development. Additionally, it examines how management synergies—through coordinated efforts between stakeholders such as local governments, non-governmental organizations (NGOs), and community leaders—complement social capital and contribute to the resilience and long-term sustainability of these communities.

Social capital in the context of development refers to the ability of individuals within a community to work together, exchange resources, and collectively solve problems (Bhandari & Yasunobu, 2009; Serageldin & Grootaert, 2017). It encompasses both bonding capital, which strengthens ties within a group, and bridging capital, which connects different groups (Patulny & Svendsen, 2007). For transmigrant communities, social capital is vital in helping migrants adapt to their new environment, access resources, and establish a sense of belonging (Alfred, 2010; Ryan et al., 2008). However, the diversity of transmigrant populations, with their varied cultural and social backgrounds, can complicate the formation of cohesive networks, making it difficult to build the trust necessary for effective cooperation (Ryan et al., 2008). The transmigrant communities on Halmahera Island, composed of individuals from various regions of Indonesia, present a unique case for examining how social capital develops in multicultural settings (Basuki et al., 2024; Duncan, 1998). The formation of social capital in these communities is crucial not only for economic activities such as farming and trade but also for fostering social cohesion and improving overall well-being (Fukuyama, 1995). This study seeks to understand how these communities overcome cultural and social barriers to create networks that enable collective action and how these efforts contribute to their broader development goals (Woolcock, 1998).

In addition to social capital, management synergies—the collaboration and coordination among different stakeholders—play a vital role in the development of transmigrant communities (Marini, 2014). Management

synergies involve aligning the efforts of community members, local government bodies, NGOs, and other external actors to pool resources, share expertise, and implement development programs tailored to the community's specific needs (Dongier et al., 2003; Momen, 2021). These synergies are especially important in contexts where transmigrant communities may have limited access to formal institutions or infrastructure and rely heavily on informal networks for support (Faist, 2007). Local government authorities, NGOs, and community leaders on Halmahera Island each play distinct yet complementary roles in supporting transmigrant communities (Sidayat, 2008). Local governments provide essential infrastructure and public services, while NGOs offer capacity-building programs, financial assistance, and technical expertise (Despard et al., 2018; Ulleberg, 2009). Community leaders act as intermediaries, bridging the gap between migrants and local authorities to ensure the community's needs and interests are represented in decision-making processes (Masuda et al., 2022). The interaction among these various actors creates management synergies that enable the community to navigate challenges and capitalize on economic opportunities.

This study explores how social capital and management synergies interact to promote the development of transmigrant communities on Halmahera Island. It seeks to identify the conditions under which social capital can be effectively harnessed to foster collaboration and improve development outcomes, while also examining the role of management synergies in enhancing the community's capacity for sustainable growth. By analyzing the interplay between these two factors, the research provides valuable insights into how transmigrant communities can build resilience, improve livelihoods, and achieve long-term development.

## **2. LITERATURE REVIEW**

### **2.1. Social Capital Theory**

Social Capital Theory has been a prominent framework in understanding social structures and their role in economic, social, and political development. Broadly, social capital refers to the networks, norms, and trust that facilitate cooperation among individuals and groups for mutual benefit (Kreuter & Lezin, 2002). It operates at different levels — individual, community, and institutional — influencing how people interact and collaborate to achieve collective goals. The key components of social capital are trust, reciprocity, shared norms, and networks, which enable communities to foster cooperation and reduce transaction costs in social interactions (Bhandari & Yasunobu, 2009; Bouma et al., 2008).

Robert Putnam, one of the most influential scholars on social capital, defines it as "features of social organization such as networks, norms, and social trust that facilitate coordination and cooperation for mutual benefit" (Putnam, 1994). He differentiates between two types of social capital: bonding social capital, which occurs within homogenous groups, strengthening solidarity and social cohesion, and bridging social capital, which connects individuals across diverse groups and promotes broader social integration. This differentiation is crucial for understanding how social capital can operate both to reinforce group solidarity and foster cross-group collaboration. The concept of social capital has been applied in various development studies. Woolcock (1998) identifies four key dimensions of social capital: communal, networked, institutional, and synergistic. These dimensions illustrate how social capital can exist within close-knit communities (bonding capital), between communities (bridging capital), and how institutions and policies can either foster or hinder the development of social capital.

In the context of development, social capital has been recognized as a vital asset for addressing socioeconomic challenges in marginalized communities (Saegert et al., 2002; Warren et al., 2001). Studies have shown that communities with high levels of social capital are more capable of managing collective resources, resolving conflicts, and adapting to changes, such as economic shifts or environmental pressures (Pretty & Ward, 2001). Social capital enhances community resilience by promoting social cohesion, trust, and the willingness to engage in collective action, all of which are crucial for sustainable development. However, scholars have also highlighted some limitations of social capital. Bourdieu (2011) argues that social capital can reproduce inequalities, as access to networks and resources is often unequally distributed. Additionally, excessive bonding social capital may create exclusivity and hinder cooperation with outside groups, potentially limiting broader socioeconomic progress (Portes, 2000). These concerns have prompted further exploration of how to balance bonding and bridging social capital to maximize its developmental benefits.

### **2.2. Management Synergies**

Management synergies refer to the collaboration, coordination, and alignment of efforts among various stakeholders, such as governments, non-governmental organizations (NGOs), private entities, and local communities, to achieve shared objectives (Momen, 2021; Nielsen & Neergaard, 2018). The concept is rooted in systems thinking, where diverse actors pool their resources, knowledge, and capabilities to create outcomes greater than the sum of their individual efforts. Management synergies are particularly important in resource-constrained environments or complex social systems, where no single actor has sufficient resources or authority to achieve comprehensive development goals on their own.

The synergy approach in management, as noted by Kooiman (2003), emphasizes the importance of multi-stakeholder governance in addressing community development challenges. By fostering cooperation between local communities, government institutions, and external organizations, synergies enhance resource mobilization, capacity building, and the effective implementation of development initiatives. This collaborative approach helps bridge gaps in knowledge, resources, and policy, creating more comprehensive and sustainable solutions to local

challenges (Ansell & Gash, 2008).

Several studies have demonstrated the positive impact of management synergies in development contexts. For instance, Pretty & Ward (2001) argue that effective collaboration between communities and external actors, such as NGOs or government agencies, is essential for the successful management of natural resources in rural areas. They highlight that management synergies can help local communities overcome barriers, such as limited access to formal institutions or expertise, by integrating local knowledge with external technical skills and financial support. Moreover, management synergies are critical in settings where social capital alone may not be sufficient to drive development. For example, in transmigrant communities or other multicultural settings, the diversity of the population may limit the formation of strong social networks, making collaboration with external stakeholders vital. Synergies between local authorities, community leaders, and NGOs can help foster inclusive development by addressing these gaps and ensuring that diverse interests are represented (Ostrom, 2009).

In the realm of organizational management, synergy theory emphasizes the importance of leveraging complementary strengths among stakeholders to improve decision-making, problem-solving, and resource allocation (Huxham, 2003). Synergies in this context enable organizations to achieve efficiencies, reduce duplication of efforts, and create a more cohesive strategy for development interventions. The role of leadership in facilitating management synergies is also critical, as effective leaders can navigate complex stakeholder dynamics and build trust among different parties.

### 2.3. Intersection of Social Capital and Management Synergies

Social capital and management synergies remains a critical area of inquiry in development theory as well as practice. Thus although social capital helps to mobilize collective action, management synergies are responsible for the fact that this is done in a concerted way and in effective meets on various levels by aligning interests of different actors as well as their capacities. In rural or transmigrant environments where formal institutions can be weak at best, social capital and well-coordinated management synergies may greatly improve the capacity of a community to pursue sustainable development (Bebbington & Perreault, 1999).

Scholars designing the perfect plan might reasonably do well to hedge their bets, system-building research suggests, since whether or not management synergies will prosper depends a good deal on how much social capital is already in place in that community. Certainly those communities that exhibit high levels of trust, strong social networks and shared norms are predisposed to be more engaged with outside actors and collaborative activities (Ostrom, 1990). In return, management synergies can create social capital by facilitating exchange across groups, providing mutual insight and promoting trustful cooperation.

The characteristically transmigrant communities on Halmahera Island exemplify the importance of developing and utilizing social capital, as well as management synergies to realize sustainable development endeavors. Social capital is pivotal for migrants to get used to new environments and build viable networks, but management synergies are indispensable in allowing these communities access requisite resources, infrastructure support and institutional backing. This balance between connectivity and separateness is crucial to the sustainable health of a given community.

## 3. METHOD

### 3.1. Research Design

This research employs a qualitative case study approach to explore the role of social capital and management synergies in the development of transmigrant communities on Halmahera Island, Indonesia. A case study approach is appropriate because it allows for an in-depth examination of complex social phenomena within a specific context (Flyvbjerg, 2011; Mabry, 2008; Supriatin et al., 2022). By focusing on a detailed analysis of transmigrant communities, this study seeks to understand the processes through which social capital is built and how management synergies between various stakeholders contribute to sustainable community development.

### 3.2. Research Setting

The study focuses on selected transmigrant communities located in Halmahera Island, which is part of North Maluku Province in eastern Indonesia. These communities were established as part of Indonesia's government-sponsored transmigration program, aimed at redistributing population from densely populated areas to more sparsely populated regions. The geographic and socioeconomic context of Halmahera Island, characterized by diverse cultural backgrounds and limited infrastructure, makes it a relevant setting for investigating how social capital and management synergies interact in a multicultural and resource-constrained environment.

### 3.3. Sampling Strategy

A purposive sampling technique was used to select the communities and participants for the study. This method ensures that the sample includes individuals who are most relevant to the research objectives and who possess rich information about the development processes within the community (Patton et al., 2015). The study included a sample of three transmigrant communities, each representing different levels of socioeconomic development and cultural diversity. Within each community, key informants were identified, including community leaders, local government officials, representatives from non-governmental organizations (NGOs), and transmigrant households.

Participants were selected based on their involvement in community development activities and their knowledge of the role of social capital and management synergies. The final sample consisted of 30 participants: 10 community members, 5 local government officials, 5 NGO representatives, and 10 community leaders. This diversity in participants ensures a comprehensive understanding of how various actors contribute to community development.

### **3.4. Data Collection**

Data collection was carried out using a combination of semi-structured interviews, focus group discussions (FGDs), and participant observations. This multi-method approach was chosen to capture both individual perspectives and group dynamics, allowing for a more comprehensive exploration of the processes involved in building social capital and fostering management synergies. In-depth semi-structured interviews were conducted with key stakeholders, including community leaders, local government officials, and NGO representatives. These interviews, which lasted between 60 and 90 minutes and were audio-recorded with participant consent, utilized open-ended questions to explore the construction and maintenance of social capital, the role of management synergies in addressing development challenges, and the interactions among various stakeholders.

In addition, FGDs were conducted with transmigrant households to gather collective insights into how social networks and trust are established within the community. These discussions, each lasting about two hours and involving 6–8 participants, helped identify key themes related to social cohesion, access to resources, and community resilience. A total of four FGDs were conducted. To further enrich the data, participant observation was employed. The researcher spent time in the selected communities, observing daily activities, community meetings, and development initiatives. This method provided valuable contextual information on community interactions, leadership dynamics, and the implementation of development programs, with detailed field notes taken throughout the observations.

### **3.5. Data Analysis**

The data collected from interviews, focus group discussions (FGDs), and observations were analyzed using thematic analysis as outlined by Braun & Clarke (2006). This method was selected for its flexibility in identifying, analyzing, and reporting patterns or themes within qualitative data. The analysis proceeded through a six-step process. First, the researchers familiarized themselves with the data by thoroughly reviewing transcriptions from interviews and FGDs, along with field notes from observations. Next, initial codes were generated by identifying key phrases and concepts related to social capital, management synergies, and community development. These codes were then grouped into broader themes, addressing the research questions. Prominent themes included trust, networks, collaboration, and stakeholder engagement. The identified themes were reviewed to ensure they accurately represented the data and aligned with the study's objectives. Each theme was then clearly defined and labeled, with terms such as "bonding social capital," "bridging social capital," "stakeholder collaboration," and "resource mobilization" being used. Finally, the themes were linked to the overarching research questions, and the findings were written up in the report.

### **3.6. Validity and Reliability**

To ensure the trustworthiness of the findings, this study employed several strategies to enhance validity and reliability (Morse et al., 2002). First, triangulation was conducted by collecting data from multiple sources, such as interviews, focus group discussions (FGDs), and observations, and by engaging various types of participants, including community members, leaders, government officials, and NGO representatives. This triangulation helped to cross-verify the information and provided a more comprehensive understanding of the phenomena under study. Second, member checking was implemented, wherein preliminary findings were shared with key informants to confirm the accuracy of interpretations and ensure that their perspectives were accurately represented. Third, the researcher engaged in regular discussions with academic peers and experts to review the coding process, thematic development, and data interpretation, a practice known as peer debriefing, which enhanced the rigor of the analysis. Finally, a thick description of the research context, participants, and processes was provided to facilitate the transferability of the findings to similar settings.

## **4. RESULTS AND DISCUSSION**

### **4.1. Characteristics of Research Informants**

The research informants consisted of 39 individuals representing different stakeholders crucial to the development of transmigrant communities on Halmahera Island. These stakeholders included transmigrant households, community leaders, local government officials, and NGO representatives. The informants were selected based on their relevance to the study's focus on social capital and management synergies. A total of 24 informants were transmigrant households from various regions of Indonesia, including Java, Sulawesi, and Sumatra. These individuals, who had been residing in Halmahera for an average of 5 to 20 years, provided detailed insights into their experiences of community development. The majority of these households were involved in agricultural activities, and they relied heavily on ethnic-based networks for mutual support. The informants' age ranged from 35 to 55 years, with education levels primarily at the primary and secondary school levels.

Five community leaders were also included as key informants. These leaders, who were either long-time residents or transmigrants themselves, played essential roles in bridging gaps between local authorities,

indigenous communities, and the transmigrant population. Their responsibilities included conflict mediation, promoting community cohesion, and organizing collaborative development projects. Six local government officials responsible for areas such as agriculture, rural development, and community welfare were interviewed. These officials provided a government perspective on how public policies and local infrastructure supported or hindered transmigrant community development. Their experience in their respective roles ranged from 3 to 15 years.

Additionally, four NGO representatives who had been actively working on the island for over 5 years contributed to the research. These individuals focused on capacity-building programs, sustainable agriculture, and financial assistance for community development. Their organizations provided technical expertise, essential training, and support to enhance the resilience and economic productivity of transmigrant households. These diverse informants offered a comprehensive understanding of the dynamics of social capital and management synergies in transmigrant communities, allowing for a multi-perspective analysis of the challenges and opportunities present in such development efforts.

**Table 1.** Characteristics of the informants.

Stakeholder Group	Number of Informants	Key Characteristics
Transmigrant Households	24	Aged 35–55 years; from Java, Sulawesi, Sumatra; involved in agriculture; 5–20 years of residency
Community Leaders	5	Long-term residents or transmigrants; conflict mediators; organizers of community development projects
Local Government Officials	6	Experience 3–15 years; responsible for agriculture, rural development, and welfare
NGO Representatives	4	Over 5 years in Halmahera; focus on capacity-building, sustainable agriculture, and financial assistance

#### 4.2. The Role of Social Capital in Transmigrant Communities' Development

This study examines the pivotal role that social capital plays in the development of new transmigrant communities on Halmahera Island. Social capital, which refers to the networks, norms, and social trust that facilitate coordination and cooperation for mutual benefit, is central to the evolution of these communities. In the context of this research, the form of social capital predominantly observed is bonding capital—which is characterized by the creation of strong, trust-based networks within close-knit groups. These groups, built on mutual trust and collective action, are often formed through various community programs that foster cooperation and interdependence. Through semi-structured interviews and focus group discussions (FGDs), it became clear that transmigrant households are deeply engaged with their immediate neighbors, extended families, and fellow transmigrants who share similar backgrounds. The relationships formed within these groups are primarily based on emotional support and mutual labor, particularly in the form of collective agricultural activities. When resources are scarce, these networks help ensure livelihood sustainability by providing labor and other resources to meet the community's basic needs. In addition to the bonding capital that exists within these close-knit networks, a special form of social capital exists among migrants who originate from the same district or region. These "recreational migrants" maintain strong connections with their original homeland, often fostering a sense of solidarity and mutual assistance. These social networks are powerful because they are formed on the principle of homophily—the tendency to form connections with others who share similar characteristics or backgrounds. Such networks create a sense of belonging and comfort, even when far away from one's place of origin.

Participants from Java and Sulawesi, for example, emphasized the importance of their tribal affiliations in acquiring agricultural resources or resolving everyday disputes. These findings are in line with Putnam (1994) concept of bonding capital, which strengthens relationships among similar members and deepens group loyalty. According to Putnam, strong bonding capital can facilitate a sense of security and mutual support within homogeneous groups. However, while bonding social capital can provide a sense of safety and emotional support, the data also reveals that an over-reliance on these internal networks can have negative consequences. In particular, an imbalance in bonding capital may limit exposure to the broader, local indigenous communities and other transmigrant groups. Many participants in the study acknowledged that their strong internal networks could sometimes hinder participation in wider community activities, which are essential for collaboration and resource-sharing beyond their immediate circles. This observation aligns with the critiques offered by Bourdieu (1996) and Portes (2000) regarding bonding capital. Both scholars argue that while bonding capital can be beneficial, it also has the potential to foster exclusivity and social isolation, which can, in turn, obstruct broader social and economic progress.

The study also highlights the distinction between bonding social capital and bridging social capital. Bonding social capital refers to the strong ties within homogeneous groups, while bridging social capital refers to the ties that connect different groups and foster broader social networks. The research found that while ethnic bonding capital was strong, the development of bridging social capital—particularly that which connects transmigrant communities with indigenous populations—was less well-established. One of the major challenges faced by transmigrants is their limited interaction with local indigenous populations. Cultural and linguistic differences often impede the development of these connections, leading to a lack of access to resources other than land or basic social-economic networks. The data suggests that many transmigrants struggle to integrate into the broader social fabric of the local indigenous communities, which could significantly limit their access to essential resources such as credit, educational opportunities, and social capital outside of their immediate networks. Despite

these challenges, the research also identified successful instances of bridging social capital. In some areas, efforts were made to facilitate intercultural exchange and foster relationships between transmigrants and indigenous groups. Notably, joint community development programs, such as agricultural projects, have been promoted at the village level by leaders from both communities. These initiatives are instrumental in encouraging collaboration and building trust between transmigrant and indigenous groups.

By participating in these programs, transmigrants and indigenous community members were able to engage in collective activities that not only helped improve their livelihoods but also enhanced their understanding of one another's cultures and traditions. This form of social interaction is crucial for building intergroup trust and establishing an inclusive community culture, where members of different ethnic and social backgrounds can collaborate and share resources. The development of bridging social capital through such collaborative efforts plays a significant role in strengthening community resilience to external pressures, which is a key aspect of the long-standing idea in the literature that communities rely on bridging ties to access broader networks and resources (Narayan, 2002).

#### **4.3. The Role of Management Synergies in Facilitating Development**

The result from this study highlights the significant role that management synergies play in enhancing the development of transmigrant communities. Community leaders, local government officials, and non-governmental organizations (NGOs) have been actively involved in joint efforts, pooling resources to serve both young and old members of the community. These collaborative efforts have ultimately resulted in the successful implementation of development projects, while also addressing the challenges that impacted both groups. These collaborative efforts were crucial in overcoming the deficiencies in local infrastructure and institutional support. Interviews with local government officials and representatives from NGOs underscore the importance of a collaborative approach to community mobilization. Local government officials were responsible for building essential infrastructure, such as roads and water systems, while NGOs contributed by providing technical expertise and funding through their capacity-building programs. For instance, agriculture-focused NGOs played a vital role by training transmigrant farmers in sustainable farming techniques. This training led to significant improvements in both agricultural productivity and the income levels of farmers.

Additionally, the involvement of local community leaders was crucial in bridging the gap between the two groups. These leaders acted as intermediaries between the transmigrant newcomers, who typically had control over economic resources, and the indigenous populations, who traditionally relied on land-based livelihoods. This unique position allowed for easier collaboration and more effective resource utilization, which helped address logistical challenges such as formalizing local markets and managing collective farming initiatives. Successful management synergies also required effective leadership, which emerged as a key factor in achieving efficient integration of management efforts. Leaders who were able to gain the trust of both the transmigrant and indigenous groups played a central role in mediating conflicts and fostering an inclusive approach to developmental planning. This inclusive leadership approach laid the foundation for a shared vision of the community's future.

There is a clear synergy between these findings and the work of Huxham (2003), who argues that leadership plays a critical role in creating the appropriate social context for collaborative decision-making. According to Huxham (2003), leadership is essential in establishing the trust-influencing behaviors necessary for successful collaboration among members of disparate institutions. This notion was reinforced by interviews with local stakeholders, who emphasized the importance of clear communication and the involvement of all parties in decision-making processes. Community members were more likely to participate in joint initiatives and collaborate with external actors when they perceived leadership to be fair, transparent, and inclusive. Conversely, weak or biased leadership made it difficult for organizations to participate meaningfully in collaborative efforts, thereby highlighting the importance of strong, impartial leadership in managing community development initiatives. Effective leadership ensured the efficient management of resources and facilitated the active involvement of all stakeholders. As such, it was evident that management synergies, when coupled with strong leadership, were essential for the success of community development projects.

#### **4.4. Interaction between Social Capital and Management Synergies**

This study highlights the mutually reinforcing relationship between social capital and management synergies in the development of transmigrant communities. Social capital, in this context, refers to the network of relationships, trust, and shared norms that facilitate cooperation among individuals and groups. It serves as a foundation for collective action within these communities. On the other hand, management synergies refer to the alignment and integration of various management efforts, which increase the overall effectiveness and scalability of development initiatives. The interaction between these two elements plays a critical role in fostering sustainable development in transmigrant communities. The findings of the study reveal that social capital provides the essential groundwork for community cohesion, while management synergies help to amplify the impact of this cohesion by connecting community efforts with broader development agendas. In communities with higher levels of bonding social capital (relationships within close-knit groups) and bridging social capital (connections between different social groups), management synergies were found to be more effectively leveraged to improve development outcomes. This suggests that the presence of strong social networks significantly enhances the potential for development initiatives to succeed.

One key observation from the study was that in communities where interpersonal trust was high, local leaders were more adept at collaborating with external stakeholders, such as government officials and representatives of non-governmental organizations (NGOs). These collaborations were particularly crucial for the successful implementation of large-scale development projects. The data gathered through participant observation revealed that trust facilitated smoother communication between community leaders and these external actors, which reduced the likelihood of conflicts and misunderstandings. As a result, these communities were better able to allocate resources efficiently and execute projects with greater precision. These findings support the assertions made by Ostrom (1990), who emphasized that social capital plays a critical role in managing collective resources and fostering collaboration in development contexts. Ostrom argued that the ability to build trust and mobilize social networks is essential for enhancing the effectiveness of management efforts, particularly in community-based development initiatives. In the context of transmigrant communities, the ability to establish and nurture trust among individuals and groups within the community—and with external actors—was a key factor in the success of development efforts.

The study also found that effective management synergies can, in turn, strengthen social capital, especially in terms of expanding bridging social capital. Bridging social capital refers to the networks that connect individuals or groups across different social, cultural, or geographical boundaries. In the case of transmigrant communities, management synergies created opportunities for collaboration between transmigrant and indigenous communities, particularly in joint projects such as infrastructure development and agricultural cooperatives. These collaborations fostered cross-cultural interactions that may not have occurred under normal circumstances. Such interactions were found to be pivotal in building new networks of trust and cooperation, especially between groups that might have had limited prior contact. These new relationships helped bridge the gap between different social groups, which in turn facilitated future collaborative efforts. The expansion of bridging social capital not only improved the overall development outcomes of the projects but also contributed to the broader social cohesion of the community. This dynamic, wherein management synergies enhance social capital and vice versa, underscores the importance of integrated approaches to community development.

Moreover, the study demonstrated that the strengthening of social capital through bridging connections also helped increase the resilience of the community. When diverse groups collaborate, they bring different perspectives, skills, and resources to the table, which can lead to more innovative solutions and better preparedness for future challenges. This is particularly important in the context of sustainable development, where long-term success requires communities to be adaptable and capable of responding to changing circumstances. The study found that by fostering new relationships and expanding social networks, transmigrant communities were better able to confront and overcome challenges, thus contributing to their long-term resilience. This interaction between social capital and management synergies is not limited to the creation of new networks or the enhancement of community cooperation. It also plays a significant role in ensuring the sustainability of development efforts. When social capital is strong, communities are more likely to sustain development initiatives over time because there is a shared commitment to the goals of the projects and a greater sense of ownership. In the case of transmigrant communities, the presence of both bonding and bridging social capital ensured that development projects could endure beyond the initial implementation phase, as community members remained engaged and motivated to contribute to the long-term success of these efforts. Furthermore, the reciprocal relationship between social capital and management synergies creates a feedback loop where the successful execution of development projects leads to the strengthening of social capital, which in turn enhances future management synergies. This continuous cycle helps create a positive environment for growth and development, ensuring that the community remains on a path toward sustainable progress.

## 5. CONCLUSION

The findings of this study indicate that bonding social capital within ethnically-based networks strengthens trust and mutual support but may limit integration with the local community. On the other hand, bridging social capital, though less developed, plays a vital role in fostering cross-group cooperation. Furthermore, management synergies, particularly through collaboration among community leaders, local governments, and NGOs, enhance resource mobilization and development efforts. Effective leadership is essential in facilitating these synergies, leading to self-reinforcing positive feedback loops that contribute to community resilience in the context of long-term sustainable tourism development. The findings have several implications for policymakers, community leaders, and NGOs within transmigrant communities, as well as in similar regional contexts. First, promoting bridging social capital should be prioritized by institutionalizing intergroup links and fostering cross-cultural interactions to build cooperation between transmigrant and indigenous communities. This can be achieved through community-driven projects and intercultural programs. Second, multi-stakeholder engagement is central to resource mobilization and development. Policymakers should support structures that incentivize collaboration among local governments, NGOs, and community leaders. This could involve establishing processes for more inclusive decision-making and communication driven by transparency, ensuring that development initiatives align with the everyday needs of the communities. Additionally, leadership development programs are essential to enhance the capacity of community leaders to mediate conflicts, promote inclusivity, and build trust. Effective leadership facilitates collaboration and helps communities jointly define achievable goals. Finally, tailored programs and technical assistance should be provided by external partners to address the specific needs of transmigrants, such as supporting sustainable agriculture and infrastructure development.

While this study provides valuable insights into the interplay of social capital and management synergies in community development, it is not without limitations. First, the research is geographically confined to Halmahera Island. While the findings are relevant to similar transmigrant contexts, their applicability to other regions in Indonesia or to different migrant or rural communities may vary. Future research should explore whether these findings are applicable in other regions with different socio-economic conditions, or in contexts involving other migrant groups. Second, the study primarily employed qualitative methods (e.g., semi-structured interviews and focus group discussions), which limits its generalizability. However, these methods provided rich, detailed insights into local practices and policies. Future studies could complement qualitative approaches with quantitative methods, such as surveys or econometric analysis, to rigorously assess the impact and quantify the relationship between social capital, management synergies, and development outcomes. Finally, this study did not examine the long-term effects of social capital and management synergies on sustainable development. Future research could adopt longitudinal designs to analyze how these factors evolve over time and their continued impact on community resilience and economic development. Additionally, exploring how external shocks, such as economic crises or natural disasters, influence community adaptive capacity and recovery, could further enrich our understanding of the dynamics between social capital and collaborative governance in response to exogenous challenges. Further investigation is also needed into the cultural and linguistic barriers that hinder the integration of multiple ethnic groups. Research into best practices for overcoming these barriers could inform policies that foster cross-cultural cooperation, particularly in multicultural and resource-limited settings. Such research would provide valuable guidance for policymakers and practitioners aiming to promote inclusivity and sustainable development in diverse communities.

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