The Mediating Role of Self-Efficacy and Social Intelligence to Build Leadership Character through MBKM Program

Ika Yoga*

Department of Sharia Business Management, Faculty of Economics and Islamic Business, UIN Raden Mas Said Surakarta, 57168, Indonesia

ika.yoga@iain-surakarta.ac.id

Retnoning Ambarwati

STIE Wijaya Mulya Surakarta, Indonesia

Retnoning.ambar72@gmail.com

Article Info	Abstract
Keywords: MBKM Program, leadership character, self-efficacy, social intelligence Submission : 12 April 2023 Revised: 21 June 2023 Accepted: 25 June 2023	The Merdeka Belajar Kampus Merdeka (MBKM) program aims to prepare students to face social, cultural, world of work, and rapid technological advances. One important aspect of this competency is leadership character, which can be formed through the MBKM program. This study aims to analyze the effect of the MBKM program on the formation of student leadership character with the mediation of self-efficacy and social intelligence. The research was conducted using a survey method of 50 students. The data were analyzed using PLS. The results showed that the MBKM program had a positive effect on the formation of student leadership character with the mediation of self-efficacy and social intelligence. In addition, it was found that self-efficacy and social intelligence mediate the relationship between the MBKM program and the formation of student leadership character. This study provides important implications for universities to pay more attention to the development of student leadership character through the MBKM program. In addition, this study also provides a theoretical contribution to the development of a model of

Introduction

One of the most important aspects that support the success of an organization is leadership character (Keranen et al., 2023). One of the factors that support the success of an organization is the role of the leader, especially his leadership character. (Mouri Dey et al., 2022) These leadership characteristics are expected to encourage organizational success in achieving its goals. (Khan et al., 2020; Okolie et al., 2021). Effective leaders inspire and encourage team members to work collaboratively to achieve common goals (Keranen et al., 2023). They create an environment that fosters communication, trust, and innovation among team members (Alexander et al., 2022; M Dey et al., 2022). The role of leaders in an organization includes the decision-making process which is expected to increase the involvement of all members of the organization. (Hogg & Rast, 2022). They are responsible for ensuring that their teams remain efficient and productive while encouraging higher levels of productivity from each member (Kamei & Ashworth, 2023). In addition, leadership helps establish a clear vision of what the organization can achieve and provides a roadmap that outlines the steps and resources needed to reach those goals (Saha et al., 2023; Steinmann et al., 2018) . Overall, it is important to create a positive work culture that promotes growth, development, and success in an organization through the role of its leaders. (Steinmann et al., 2018).

Effective leaders possess qualities such as self-awareness, integrity, empathy, and the ability to inspire and motivate others (Khan et al., 2020; Ozbag, 2016). However, leadership traits are not innate and can be developed through various means. Despite the many studies on leadership traits, there is still a need for more research related to leadership because there are still research gaps. One of the research gaps is the lack of research that focuses on leadership character that is associated with various aspects in the organization. (Monzani et al., 2021). Another research gap is the

need for more personalized, socialized, contextualized, and traceable learning in leadership development programs (Moldoveanu & Narayandas, 2019). In addition, there is a need for more research on how to fix leadership gaps in organizations and address inadequate leadership capacity. Overall, these research gaps suggest that there is a need for further investigation into how leader traits can be developed and used to enhance organizational success (Asrar-ul-Haq & Anwar, 2018).

This study was conducted to address one of the gaps related to leadership character associated with the MBKM program using the mediation of self-efficacy and social intelligence. The internship program can be an effective means to develop leadership character among university students. (Khalil, 2015; Scholtz, 2023). The impact of the implementation of the MBKM program, which is a form of apprenticeship, has been of interest to researchers. (Alnajjar & Kaplan, 2020; Garst et al., 2023; Hornyak et al., 2022; Khalil, 2015). Some research on leadership is still limited to how to create good leaders for the organization (Alexander et al., 2022). Personal characteristics such as self-awareness, integrity, empathy, and the ability to inspire and motivate others are important aspects of leadership traits (Galoji, 2016). Several studies have revealed that this program is able to build leadership character as well as develop the potential of the students. (Alnajjar & Kaplan, 2020; Jogan, 2019; Khalil, 2015). Referring to this, the role of the internship program can be an alternative that can be used to build leadership character (Kiersch & Gullekson, 2021; Schnoes et al., 2018). This study was conducted to determine the impact of the MBKM program carried out by MBKM participating students, especially industrial internships at the Faculty of Economics and Islamic Business, UIN Raden Mas Said Surakarta. By using a quantitative and survey method approach, this research is expected to contribute to the development of the MBKM program, especially in developing leadership character as the goal of this program.

In this study, self-efficacy and social intelligence are used as intervening variables. Intervening variables are important in this study as they help explain the relationship between the MBKM program and leadership character formation. By including self-

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efficacy and social intelligence as intervening variables, this study aims to investigate whether these factors mediate the relationship between the internship program and leadership character formation. It can provide a more comprehensive understanding of how internship programs can be used as a tool for effective leadership traits through enhancing self-efficacy and social intelligence. The existence of intervening variables used in this study is expected to clarify the relationship between variables in this study.

Literature Review

Leadership characteristics

Leadership is a complex and multi-faceted concept that has been extensively studied in the literature(Benmira & Agboola, 2021; Dinibutun, 2020). Learning and development culture is a challenge in organizations that has been successfully answered through leadership characteristics such as transformational leadership (Khan et al., 2020) . In addition to transformational leadership, some studies have also revealed that participative leadership can also be used to shape the culture (Piwowar-Sulej & Iqbal, 2023; Yahaya & Ebrahim, 2016).

Understanding leadership requires analyzing popularity, power, role-playing skills, or wisdom in long-term planning. However, none of these qualities are the sole determinants of effective leadership. Effective leadership can be achieved through a combination of individual leader characteristics such as integrity, empathy, emotional intelligence, social intelligence, self-efficacy as well as the ability to motivate. It also requires a supportive democratic leadership style that encourages learning and development among team members while improving job performance (Steinmann et al., 2018).

MBKM Program

The MBKM program is one of the programs organized by the Indonesian government to provide support and appreciation for students who excel and are well-off. The main function of the MBKM program can be used to improve the quality of graduates, especially in the development of desired skills and professionals. Some of the personal and professional skills that can be developed

through internships include communication, interpersonal skills, collaboration, time management, adaptability, critical thinking, business communication, networking, multitasking/prioritizing, teamwork skills (Schnoes et al., 2018).

In addition, internships can help students gain experience in the working world and develop a positive attitude towards work (Alnajjar & Kaplan, 2020). These skills are important aspects of leadership character and can be used to increase organizational success. Therefore, it is important to consider the role of internships in developing personal and professional skills among university students. In this context, leadership character is one of the most important qualities to be possessed by high achieving and affluent students (Anjum, 2020). The ability to lead, take initiative, think creatively, and make the right decisions are the most important parts of building leadership characteristics (Dede et al., 2019). The formation of this leadership character not only involves internal individual factors such as self-efficacy and motivation, but also involves external factors (Karimi et al., 2023) such as the MBKM program.

This program is expected to be able to provide competency provisions for students, especially in facing the challenges of an increasingly complex era (Apoko et al., 2022). This program also aims to prepare graduates as future leaders of the nation who have a prominent personality. To achieve this, universities are required to build networking with many parties so that the implementation of the eight programs offered to students can run well (Schnoes et al., 2018). In addition, some authors state that entrepreneurship education is an important aspect of MBKM and can help prepare students for entrepreneurial practice and develop their knowledge (Wei et al., 2019). MBKM curriculum design includes planning, learning process, assessment, and evaluation of learning, which can help students develop skills relevant to their future profession (Restu et al., 2022). Overall, these findings suggest that the MBKM program is designed to equip students with the necessary skills and knowledge to succeed in their future careers.

Several studies have investigated the relationship between internship programs and self-efficacy. One study aimed to analyze

the impact of internship, self-efficacy, and learning motivation on work readiness, finding that internship, self-efficacy, and learning motivation have a significant impact on work readiness (Alnajjar & Kaplan, 2020; Anjum, 2020)

Another study investigated the impact of internship programs and self-efficacy on pedagogical competence among university students, finding that internship programs and self-efficacy have a positive impact on pedagogical competence (Lu et al., 2022). In addition, studies have also shown that internship experience and self-efficacy have a significant impact on job readiness among university students (Fauzan et al., 2023; Supriyanto et al., 2022). Overall, these studies suggest that an effective internship program can enhance self-efficacy among college students by providing practical work experience and opportunities for skill development (Anjum, 2020).

H1. MBKM program has a positive effect on self-efficacy

Several studies have investigated the relationship between internship programs and social intelligence. One study found that internships can enhance cooperation between students and employers, as well as healthy communication among team members, which highlights the importance of developing social intelligence skills in the workplace (Kapareliotis et al., 2019). Another study investigated the impact of intercultural sensitivity and social intelligence on the performance of EFL student interns, and found that these factors had a positive impact on performance (Yenphech Chaleomkiet & Intanoo Kampeeraphab, 2022). In addition, research has shown that intern satisfaction in general varies as a function of perceived social support, which emphasizes the importance of developing mutually supportive relationships in enhancing social intelligence skills (Gallagher & Vella-Brodrick, 2008; Mensah et al., 2020). In addition, a study evaluating the impact of internship programs on professional and personal development and skills, found that internships can enhance professional and personal development by providing practical work experience and opportunities for skill development (Anjum, 2020; Jung & Lee, 2016). In addition, interns' social activities were positively associated with mentoring, highlighting the importance of

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developing mutually supportive relationships in enhancing social intelligence skills (Liu et al., 2011; Sauli et al., 2022). Overall, this study suggests that an effective internship program can enhance social intelligence among college students by providing practical work experience and opportunities for skill development while fostering supportive relationships.

H2. MBKM program has a positive effect on social intelligence

Self-efficacy

Self-efficacy is an important aspect of human behavior that has been extensively studied in the literature. A brief literature review on self-efficacy presents basic theories, definitions, dimensions, and measurement methods (Lianto, 2019). Self-efficacy refers to an individual's belief in their ability to perform a behavior (Alessandri et al., 2021). It is hypothesized to influence the choice and direction of behavior by providing a sense of control over one's actions. A systematic review of the creative self-efficacy literature in education found that creative self-efficacy is positively related to creativity and innovation (Mathisen & Brønnick, 2009; Unal & Tasar, 2021). Self-efficacy is an individual's assessment of their ability or competence to do something, which can impact on their motivation, performance and well-being (Zhu et al., 2016). Overall, these studies suggest that self-efficacy plays an important role in human behavior and can be used to enhance personal and professional development including leadership character building.

Several studies have explored the relationship between self-efficacy and leadership character. One study, which aimed to examine the relationship between leadership self-efficacy and relational leadership behavior, found that self-efficacy was positively associated with relational leadership behavior (Prochazka et al., 2017; Surucü et al., 2022). .Another study investigated the relationship between leader self-efficacy, transformational leadership, and leader effectiveness, and found that self-efficacy has a positive impact on transformational leadership and leader effectiveness (Khan et al., 2020; Mesterova et al., 2015a). A comprehensive review on self-efficacy and leadership found that self-efficacy is an important aspect in the development of effective leadership (Ali et al., 2018; Dwyer, 2019). Beliefs in self-

efficacy influence individuals' choices, the level of challenge of their goals, and their motivation to achieve those goals (Seo & Ilies, 2009). In addition, a study on the impact of self-efficacy on leadership effectiveness found that there is a direct relationship between self-efficacy and leadership effectiveness (Mesterova et al., 2015b). Overall, these studies suggest that self-efficacy plays an important role in developing effective leadership traits by influencing relational behavior, transformational leadership, goal setting, motivation, and overall effectiveness.

H3 self-efficacy has a positive effect on leadership character building.

Social Intelligence

Social intelligence is an important aspect of human behavior that has been extensively studied in the literature. A systematic review of research on artificial intelligence applications found that social intelligence is an important factor in developing effective AI systems (Zawacki-Richter et al., 2019). Additionally, research has shown that social intelligence can influence academic motivation among ethnic minority students, highlighting the importance of developing social intelligence skills to improve academic success (Quílez-Robres et al., 2021). Overall, these studies show that social intelligence plays an important role in human behavior and can be used to enhance personal and professional development.

Several studies have investigated the relationship between social intelligence and leadership traits (Beheshtifar & Roasaei, 2012). One study evaluated the effects of leader social intelligence on employee engagement, and found that leader social intelligence had a positive impact on employee engagement (Sanwal & Sareen, 2022). Another study investigated the emotional and social intelligence of effective leadership, highlighting the importance of complementary emotional skills and social skills in developing effective leadership traits (Blaik Hourani et al., 2020; Riggio & Reichard, 2008). Moreover, research has shown that social-emotional intelligence and relational leadership practices can serve as a platform to deal with uncertain times, emphasizing the importance of developing social intelligence skills to enhance leadership effectiveness (Ardilo, 2021; Dippenaar & Schaap, 2017).

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In addition, a review of the literature reveals the challenges that still exist in social intelligence research, which affects how academics and practitioners conceptualize this aspect of human behavior. Overall, these studies suggest that social intelligence plays an important role in developing effective leadership traits by influencing relational behavior, emotion regulation, communication skills, and overall effectiveness.

H4 Social intelligence influences leadership character building

Several studies have investigated the relationship between internship programs, self-efficacy, and leadership traits. One study found that completing an internship program can improve work-related skills, develop networks, and make students more attractive to potential employers, highlighting the importance of developing an effective internship program in improving self-efficacy and overall success (Anjum, 2020; Solangi et al., 2022). Another study investigated the impact of university internships on job security, and found that developing a solid internship program can help universities to gain more visibility in the community and enrich their overall credibility (Alnajjar & Kaplan, 2020). In addition, studies have shown that internship programs can enhance professional and personal development by providing practical work experience and opportunities for skill development (Anjum, 2020). In addition, a study found that academic self-efficacy is positively related to the soft skill development of vocational students, which emphasizes the importance of developing self-efficacy skills in enhancing leadership character (Che Amat & Talhah, 2021).

In addition, internship programs can be used to develop soft skills such as experiential learning theory, situation-based learning theory, mentorship, and self-efficacy (Ferrari, 2023). Overall, these studies suggest that effective internship programs can increase self-efficacy among college students by providing practical work experience and opportunities for skill development while fostering supportive relationships. These factors can contribute to the formation of effective leadership character through increased self-confidence.

H5 MBKM program has a positive effect on leadership character building through self-efficacy as a mediating variable

Several studies have investigated the relationship between internship programs, social intelligence, and leadership traits. One study evaluated the impact of internship programs on professional and personal development and skills, and found that internships can enhance professional and personal development by providing practical work experience and opportunities for skill development while fostering supportive relationships (Anjum, 2020; Jeske & Linehan, 2020). Another study found that students undergoing on-campus internship programs were able to build relationships with their peers as well as with faculty, highlighting the importance of developing social intelligence skills in enhancing leadership character (Anjum, 2020). In addition, studies have shown that internship programs can improve communication skills, which are crucial for effective leadership traits.

In addition, improving school leadership is currently a priority of education policy around the world, which emphasizes the importance of developing effective leadership character through practical work experience and opportunities for skill development (Riggio & Reichard, 2008). Furthermore, as students use technology to support their learning, schools are faced with a growing need to protect students' privacy while enabling them to develop the social intelligence skills necessary for effective leadership traits (Issah, 2018). Taken together, these studies suggest that effective internship programs can enhance social intelligence among college students by providing practical work experience and opportunities for skill development while fostering supportive relationships. These factors can contribute to the formation of effective leadership character through improved communication skills and overall effectiveness.

H6   MBKM program has a positive effect on leadership character building through social intelligence as a mediating variable.

Research Method

This research is a type of quantitative research that uses primary data obtained through questionnaires used to determine the role of the mbkm program in shaping leadership character through self-efficacy and social intelligence as mediation. The research population is active students of the undergraduate study program

at the Faculty of Economics and Islamic Business, Raden mas Said State Islamic University Surakarta.

The research sample was taken using purposive sampling technique with inclusion criteria, namely students who have participated in the MBKM program, especially MBKM based on industrial practice, totaling 50 students. The instruments used in this study are questionnaires to measure leadership character, self-efficacy, social intelligence, and MBKM programs that have been adopted from previous studies.

The data that has been collected will be analyzed using PLS statistical software. Data analysis includes instrument reliability and validity tests, regression tests, and mediation tests. The mediation test is conducted using the path analysis method.

Result

Instrument Validity and reliability test

Table 1 . Measurement model evaluation

C	CA	CR	AVE
MBKM	0.742	0.771	0.616
Self-Efficacy	0.734	0.767	0.706
Social Intelligence	0.811	0.872	0.685
Leadership character	0.822	0.875	0.790

Notes: C= construcs, FL= Factor Loading, CA = Cronbach's Alpha , CR= Composite Reliability

Source: Data processed, 2023

The validity test is conducted to evaluate whether the instrument used can measure the desired construct properly. The validity of this instrument is measured through construct validity and discriminant validity. Test construct validity by calculating the Average Variance Extracted (AVE) and Composite Reliability (CR) values. The test results show that all variables (Table 1) have AVE and CR values that meet the validity criteria. From the results of the

construct validity tests, it can be concluded that the instruments used in this study have good validity and can be used to accurately measure the variables of self-efficacy, social intelligence, and leadership character.

Instrument reliability was tested using the internal reliability test by calculating the Cronbach's Alpha value. From the results of the internal reliability test, it can be concluded that the instruments used in this study have good and consistent reliability in measuring the variables of self-efficacy, social intelligence, and leadership character.

Hypothesis Testing

Hypothesis testing using smart pls gives the results as listed in table 1. The relationship between MBKM and self-efficacy gives a p value of 0.000, indicating that hypothesis 1 is proven. The relationship between MBKM and social intelligence also gives a p value of 0.000, indicating that hypothesis 2 is also proven. The p value of 0.001 in the relationship between self-efficacy and leader character also successfully proves hypothesis 3 is proven. The 4th hypothesis which shows the relationship between socal intelligence and leader character is also proven with a p value of 0.008. Meanwhile, table 2 shows the relationship between MBKM and leader character also shows significant results with a p value of less than 0.05. For the 5th and 6th hypotheses as contained in table 4 also show significant results with a p value of less than 0.05 which means that self-efficacy and social intelligence can mediate the relationship between MBKM and leader character.

Table 2 . Path Coefficients

	C	P Values
MBKM -> SE	0.663	0.000
MBKM -> SI	0.692	0.000
SE -> LC	0.598	0.001
SI -> LC	0.200	0.008

Notes: C= constanta, MBKM= MBKM Program, SE = Self-Efficacy,
SI= Social Intelligence, LC= Leader Character
Source: Data processed, 2023

Table 3 . Indirect Effect

	C	P Values
MBKM -> LC	0.535	0.000

Notes: C= constanta, MBKM= MBKM Program, SE = Self-Efficacy,
SI= Social Intelligence, LC= Leader Character
Source: Data processed, 2023

Table 4 . Total Effect

	C	P Values
MBKM -> SE	0.663	0.000
MBKM -> SI	0.692	0.000
MBKM -> LC	0.535	0.000
SE -> LC	0.598	0.001
SI -> LC	0.200	0.002

Notes: C= constanta, MBKM= MBKM Program, SE = Self-Efficacy,
SI= Social Intelligence, LC= Leader Character
Source: Data processed, 2023

Table 4.Indirect Effect

	C	P Value
MBKM -> SE -> LC	0.294	0.02
MBKM -> SI -> LC	0.028	0,04

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Notes: C= constanta, MBKM= MBKM Program, SE = Self-Efficacy, SI= Social Intelligence, LC= Leader Character

Source: Data processed, 2023

Disucussion

The analysis of the above tables is as follows:

Effect of MBKM Program on Self-efficacy

The main finding from research on the effect of internship programs on self-efficacy is that internship programs have a positive impact on self-efficacy. Research such as (Michos et al., 2022) show that internship experiences can increase self-efficacy, while (Hayat et al., 2020) found that students with high academic self-efficacy are more engaged in learning. In addition, studies such as Zhu et al., (2016)show that personal and interpersonal empowerment resulting from applied learning experiences can mediate the relationship between internships and self-efficacy. Taken together, these studies suggest that internships can be an effective way to increase an individual's self-efficacy, which can lead to improved performance in various areas of life. This suggests that internship programs can increase an individual's belief in their ability to perform specific tasks. Previous studies also support these findings. For example, research Chao (2019) found that internship work has a positive and significant effect on self-efficacy, while research Abun et al. (2021) found that self-efficacy has a significant effect on work performance. These findings are also consistent with Bandura's theory of self-efficacy, where individuals' beliefs in their abilities influence their behavior and achievement. The implication of these findings is the importance of internship programs as a means to improve individuals' self-efficacy, so that it can help improve their performance at work or in daily life.

Effect of MBKM Program on Social Intelligence

The specific positive impact of the MBKM program on social intelligence is that it can increase intercultural sensitivity, healthy communication, and cooperation between students and employers involved in the work (Bosuwon, 2017; Chen & Hu, 2023). In addition, the MBKM program can increase general satisfaction as a function of emotional intelligence (Ain et al., 2021). In addition, it

can have a positive impact on personal and skill development, which can contribute to the development of social intelligence (Anjum, 2020). Overall, these findings suggest that internships can be an effective way to enhance social intelligence by providing opportunities for individuals to develop their interpersonal skills and work effectively with others (Anjum, 2020; Solangi et al., 2022).

The Effect of Self-Efficacy on Leadership Character Building

The PLS test results show that self-efficacy has a positive and significant effect on leadership character building. This suggests that individuals' beliefs in their abilities influence the development of their leadership character. Previous studies also support this finding. For example, research Nakir (2020)found that self-efficacy, leadership, and organizational commitment affect performance, while research Pillai et al., (2004)found that self-efficacy affects performance through self-leadership. This finding is also consistent with Bandura's theory of self-efficacy and transformational leadership theory on the influence of leaders in shaping the character of subordinates.

The Effect of Intelligence on Leadership Character Building

The test results using PLS show that social intelligence has a significant effect on leadership character building. This means that the higher a person's social intelligence, the more likely it is to have good leadership character. Some previous studies also support this result. For example, research conducted Shahid (2017) shows that successful leaders have high social intelligence. They are able to understand other people's emotions, manage interpersonal relationships well, and have the ability to motivate others. This is very important in shaping good leadership character. Another study conducted by Beheshtifar & Roasaei, (2012) and Saha et al. (2023)also showed that social intelligence has a positive effect on leader performance. They found that leaders who have high social intelligence tend to be more successful in leading teams and achieving organizational goals.

Another study conducted by (Burcea & Oana, 2020) showed that social intelligence consists of four aspects: perception of emotions, understanding emotions, using emotions, and regulating emotions. They also found that these four aspects positively

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influence the formation of good leadership character. Based on these studies, it can be concluded that social intelligence positively affects the formation of good leadership character. Therefore, for individuals who want to be successful leaders, it is important to develop their social intelligence.

The Effect of the MBKM Program on Leadership Character with Self-Efficacy Mediation

The MBKM program aims to improve student competence in facing social, cultural, world of work, and rapid technological advances (Hastuti et al., 2022). One important aspect of these competencies is leadership character, which can be formed through the MBKM program. The test results show that the MBKM program has a positive and significant effect on the formation of leadership character. In addition, self-efficacy also mediates the relationship between the MBKM program and leadership character building. This suggests that individuals' beliefs in their abilities influence the development of their leadership character through participation in the MBKM program. Self-efficacy is an individual's belief in their ability to perform a particular task or achieve a desired goal. In this context, high self-efficacy can help students feel more confident in developing their leadership skills, and eventually form a strong leadership character (Schwoerer et al., 2005). Some previous studies also support these findings. For example, research conducted by Santoso et al., (2020) shows that self-efficacy can affect individual performance in various fields, including leadership.

Effect of MBKM Program on Leadership Character with Social Intelligence Mediation

Social intelligence is an individual's ability to understand and interact with others in various social situations. In the context of leadership, social intelligence is important because a good leader must be able to lead and interact with different people in the organization or work environment. Some studies show that social intelligence can influence the formation of leadership character. For example, research conducted by Riggio & Reichard (2008) shows that successful leaders tend to have high social intelligence. In addition, another study conducted by Burcea & Oana, (2020) also showed that leaders who have good social intelligence are better

able to influence their subordinates. The MBKM program can help improve students' social intelligence through the development of non-academic skills and abilities such as interpersonal skills, communication skills, and empathy. This can help students to build their social skills which can then help in the formation of their leadership character. In addition, research also shows that social intelligence can mediate the relationship between the MBKM Program and leadership character building. This means that social intelligence can be an important factor that facilitates the relationship between the MBKM Program and leadership character.

Some previous studies also support this finding. For example, research conducted by Sanwal & Sareen (2022) showed that social intelligence can affect individual performance and leadership in organizations. In addition, research conducted by Mohamed (2021) also shows that social intelligence can affect work group dynamics and group performance. Thus, the MBKM Program can be an effective program in shaping student leadership character through the development of social intelligence. In addition, social intelligence should also be considered as an important mediator in the relationship between the MBKM Program and leadership character building. Therefore, the development of social intelligence can be one of the aspects to consider in the design of the MBKM program to maximize its positive influence on the formation of student leadership character.

Conclusion and Suggestion

Based on the research results, it can be concluded that the MBKM program has a positive and significant effect on the formation of student leadership character with mediation of self-efficacy and social intelligence. This program provides an opportunity for students to gain learning experience in a way that is more practical and relevant to the world of work.

The test results show that participation in the MBKM program can assist students in forming a strong leadership character through increasing self-efficacy and social intelligence. In addition, these findings also show that self-efficacy and social intelligence mediate the relationship between the MBKM internship program and leadership character building.

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The implication of this research is the importance of the MBKM program as a means of shaping student leadership character. This program provides an opportunity for students to gain learning experience in a way that is more practical and relevant to the world of work. In addition, these findings also show that self-efficacy and social intelligence mediate the relationship between the MBKM internship program and leadership character building. In the context of higher education, the Merdeka Belajar Kampus Merdeka (MBKM) program can be a solution to improve the quality of education in Indonesia. This program aims to increase student competence in facing social, cultural, world of work changes, and rapid technological advances. Thus, the MBKM program can help students develop their leadership character through participation in the internship program.

This study has several limitations that need to be considered. First, the research sample only consists of 50 students who are currently participating in the MBKM program at the Faculty of Economics and Islamic Business, UIN Raden Mas Said Surakarta. Therefore, the results of this study may not be generalized to the student population as a whole. Second, this study uses the Partial Least Square (PLS) method as a data analysis technique. Although PLS is an effective method for testing the relationship between variables in a conceptual model, it also has limitations in terms of interpretation of the analysis results. Third, this study only considers the mediation of self-efficacy and social intelligence in the relationship between the MBKM program and leadership character building. It is possible that other factors also influence the relationship and need to be considered in future research.

Future research suggestions are as follows: (1) Expanding the population and increasing the sample: Future research can consider expanding the population and increasing the sample so that the research results can be more representative and generalize to the student population as a whole. (2) Adding other mediating factors: Apart from self-efficacy and social intelligence, further research can consider other mediating factors that also affect the relationship between the Merdeka Belajar Internship program and leadership character building. (3) Using different data analysis methods:

Future research can use different data analysis methods to test the relationship between variables in the conceptual model, such as Structural Equation Modeling (SEM) or Hierarchical Linear Modeling (HLM).

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