

Youth Leadership Development through the Patriot Desa Program of West Java

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Abstract

The national Youth Development Index (YDI) is still fluctuating. One of the provinces with a lower percentage change in YDI than expected is West Java, which is at the bottom of the list. This is ironic considering that 20% of Indonesia's total youth reside in West Java. In fact, during period 2018-2023, many programs were launched which focused on youth development, such as Patriot Desa. The presence of the Patriot Desa Program did not make the value of Youth Participation and Leadership increase. Therefore, this research aims to find out how the Patriot Desa Program impacts youth leadership development in West Java. The methodology used in this research is qualitative with a case study approach. The research was conducted in Sukaharja and Sukamakmur Village, Sukamakmur Sub-district, Bogor Regency. Data collection techniques through interviews the representatives of the West Java DPMD, Patriot Desa, village secretaries, youth organizations, and local champions. The program followed by young people who became Patriot Desas was able to have an impact on the development of individual and social leadership. In particular, the village patriots who served in the research locations were highly dedicated with a self-sacrificing attitude and always collaborated with various parties, so that they were able to bring about changes in the village in social, economic and environmental aspects. However, these things are also inseparable from the influence of pre-deployment orientation and the role of the regional coordinator who is very supportive as a mentor. Youth involvement in community empowerment programs can be a means of developing youth leadership. Therefore, the government needs to involve more youth in other programs so that there is an increase in the domain value of youth participation and leadership.

Keywords: Patriot Desa; youth leadership; leadership program; youth leadership development; West Java

Introduction

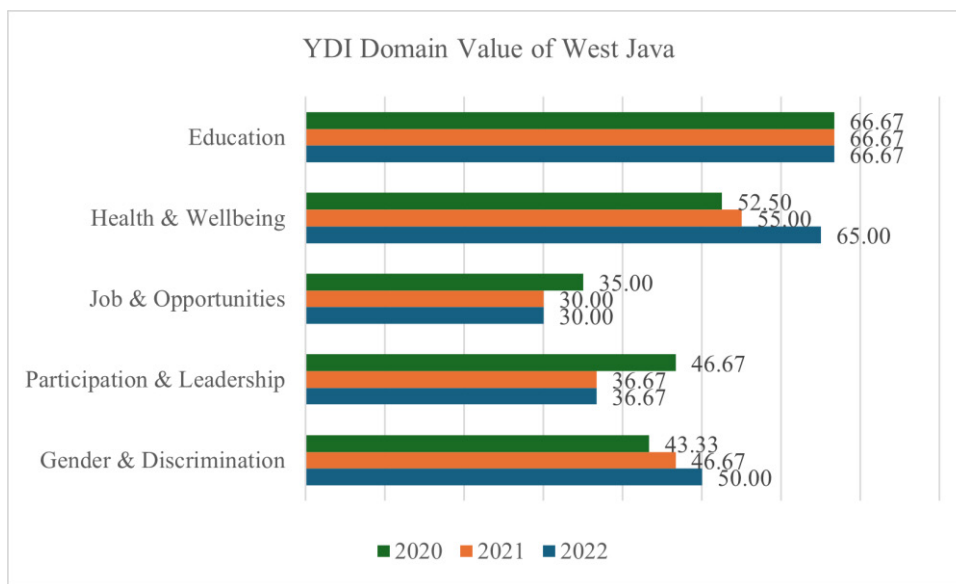
As community-based youth organizations and youth activism have grown over the past two decades, the role of today's youth as leaders and change agents has become equally important. Fundamental to preparing

youth to be effective leaders is creating opportunities for them to engage and participate in leadership development contexts (Jones, 2009). The world will face overlapping trends, starting with an increase in the number of youth and then a decline in their population. Therefore, the demographic

bonus phenomenon which is predicted to occur in 2030 needs to be optimized as an opportunity, before it turns into a threat. The national Youth Development Index (YDI) value from year to year has not shown positive signs because the trend is still fluctuating. According to Smeru (2018), the above occurs because there are still discrepancies between the SDGs and the Youth Law. One of them is the unavailability of guidelines to find creative ways to engage youth. In addition, increasing YDI is not only the task of the Central Government alone but also inseparable from the role of the Regional Government.

Based on the latest YDI data, there are 17 provinces with a percentage change in YDI which is lower than expected. This indicates less than optimal youth development in these areas. One of them is

West Java Province at the bottom of the list with an IPP value of 49.67. This is ironic because almost 20% of Indonesia's total youth reside in West Java (Badan Pusat Statistik, 2022). In fact, since the West Java Provincial Government was led by the pair of Governor Ridwan Kamil and Deputy Governor Uu Ruzhanul Ulum (2018-2023), many excellent programs have been launched, one of which focuses on youth development, such as Sekolah Perempuan Menggapai Cita (Sekoper Cinta), Jabar Future Leader, Jabar Innovation Fellowship, Youth Innovation Summit, One Village One Company, CEO Bumdes, and Patriot Desa (Pemprov Jawa Barat, 2023). The flagship program of the West Java Provincial Government in the youth sector which is most closely related to the community directly is the Patriot Desa Program.



Source: Bappenas (2023)

Figure 1. YDI Domain Value of West Java

Mortensen, et.al. (2014) says most youth development programs are still designed based on adult or traditional leadership theories and concepts. For example, the traditional leadership theory of traits and behaviors theory explains that a person must have certain traits or characteristics to be considered worthy of

being a leader. Meanwhile, youth see leadership as an inclusive opportunity that can be managed by anyone who wants to make a change. For youth, leadership is about working for the common good by prioritizing the needs of others over their own. Youth leadership aims to improve community conditions, not to achieve a

certain status (Schnoll, 2015). This leads to Klau (2006) findings that youth leadership programs are more often based on the imagination of policymakers, rather than what is actually needed by youth. Therefore, the author is interested in conducting research to determine the impact of the implementation of the Patriot Desa Program of West Java on the leadership development of youth participants.

Method, Data, and Analysis

This research uses qualitative methods. Qualitative methods prioritize research findings based on observations of phenomena which occur in the field. The qualitative method in this research was conducted through a case study research approach. This research will be conducted in Sukaharja and Sukamakmur Village, Sukamakmur Sub-district, Bogor Regency, West Java Province. Data sources in qualitative research can be primary and secondary. Primary data is obtained from observations and interviews with informants consisting of the Institutional Division and Development of Community Participation of the West Java DPMD, Senior Staff of Village Community Empowerment, village government, youth organization, local champions, and the Patriot Desas. Meanwhile, secondary data comes from literature studies in the form of literature and information and reports from government documents available in print or digitally.

Result and Discussion

Departing from the concern of the Governor of West Java at that time (Ridwan Kamil), about the conditions in West Java, he and his partner (Uu Ruzhanul Ulum) have a vision of "The realization of West Java Inner and Outer Champion with Innovation and Collaboration". This vision is supported by

the missions, specifically (a) creating cultured, qualified, happy, and productive people through improving innovative public services and (b) accelerating growth and equitable development based on sustainable environment and spatial planning through improving regional connectivity and regional arrangements. Since before being elected, the Governor-Vice Governor pair has been campaigning for their flagship programs, such as Millennial Juara and Gerbang Desa (Gerakan Bangun Desa). This is motivated by the fact that many villages in West Java are rich in natural resources, but are not supported by qualified human resources, especially youth.

Patriot Desa, as a human investment-oriented program, certainly makes humans the main target of the program. One of the things which is expected from this approach is that Patriot Desa can work in the village as a leadership school. This program is a series of leadership schools and a place of service for the best sons and daughters of West Java from various backgrounds. For one year, the Patriot Desa program provides an opportunity for West Java youth who have passed the selection to develop their leadership experience by becoming field facilitators spread across villages in West Java. The program, with all its shortcomings and advantages, has provided many lessons for the Patriot Desas. In general, it can be seen that the learning and leadership development of Patriot Desa is divided into two competency classifications, namely individual leadership and social leadership.

Individual Leadership

Individual leadership refers to a person's ability to lead, direct and motivate themselves. This generally includes the ability to manage time, make decisions, and achieve personal goals without relying on intensive external direction or supervision. Individual leadership reflects a person's level

of autonomy and initiative in leading themselves. Individual leadership is important for personal and professional success. People with good individual leadership tend to be more independent, more productive, and more effective in achieving their personal goals. It also reflects a person's level of independence and maturity in managing his or her own life.

One of the principles of youth leadership programs according to Woyach & Cox (1992) is to facilitate the development of individual strengths and leadership styles. In addition, Redmond & Dolan (2016) also said that by participating in this kind of leadership program, at the competency level, youth will clarify and develop their personal values. Then, at the behavioral level, youth will develop a clear vision of what they want to achieve as leaders and develop negotiation skills to motivate followers to participate. Meanwhile, the individual leadership capabilities that develop in the Patriot Desas are as follows.

1. Adaptive

In carrying out their duties, Patriot Desas are always placed in areas that are outside their home domicile. This makes them have to adjust to the new place. Cultural differences with the people of the assignment village are new in the life learning of the Patriot Desas. Patriot Desa of Sukamakmur Village stated as the following.

“Banyak belajar bermasyarakat sih Kang, pertama itu ... Karena aku, ya jujur, introvert ya, Kang. Awalnya tuh sangat berat, tapi karena menjadi di Patriot Desa, mau nggak mau ya, dari Garut udah digembleng, kalau bisa, kalau ada sekumpulan orang nih, menghindar tuh gitu. Tapi kan di Garut orangnya ramah-ramah kan, gak bisa kita cuek gini ya bu. Jadi mau gak mau harus senyum, menyapa dan dari situ dibentuk tuh keramahan aku juga. Cara bersosialisasi

ke masyarakat itulah kan karena beda ya, daerah sana sama sini kan beda ya. Maksudnya dari Medan ke Sunda itu kan beda beda banget.”

Leaders with high self-awareness are better able to adapt to new situations (Mumford, et.al., 2000) and self-management is associated with the ability to be flexible in the face of change (Cherniss and Goleman, 2001). Leader flexibility allows leaders to quickly adapt to different action needs. Yukl and Mahsud (2010) have argued that cognitive ability affects leader flexibility. This is the reason for the minimum education requirement for Patriot Desa candidates. In addition, in this case, emotional intelligence and behavioral flexibility are said to influence each other, thus requiring leaders to understand the needs of others and respond to these needs constructively (Zaccaro, et.al., 1991).

2. Visionary

Patriot Desa does service in villages not without long-term goals. The experience and learning they get during their community assistance tasks can be used as a provision for achieving their goals in the future. Patriot Desa of Sukaharja Village stated that as the following.

“Ketika saya jadi Kepala Desa pun sudah tidak bisa sudah apa bisa mempelajari dan mengetahui situasi kondisi pemerintahan paling terkecil, yaitu desa. Ataupun misalkan jadi dewan pun sebetulnya hampir sama.”

This is what Redmond & Dolan (2016) said about the impact of leadership programs at the behavioral level, youth will develop a clear vision of what they want to achieve as leaders. The above statement of the Patriot Desa is also based on the role of the Patriot Desa as a facilitator in the assignment village, which has duties and

functions, among others, as a liaison between the village and other village institutions, villages and vertical institutions, and villages and other stakeholders. In addition, it also functions to integrate existing village potential with national, national, local, and municipal strengthening and development programs so that synergy is maintained. On the other hand, this impact is very much felt by the community, especially after a long time they were often ignored by the Village Government when proposing programs. The existence of the Patriot Desa is able to become an accelerator for community programs.

3. Strategic

Patriot Desa has limited time and budget but needs to solve problems in the village community. Thus, the Patriot Desas are trained to design strategies to achieve program goals. Patriot Desa of Sukaharja Village shared his experience as follows.

“Nah kalau saya pribadi kan kelompok sadar wisata kan dibalik. Merintih dulu dari awal, biar dulu masyarakat itu keluar keringat, keluar tenaga, keluar waktu, keluar materi-materi itu dalam artian kayak kopi, keur goro kayak gitu kan akhirnya apa bisa tumbuh yang namanya tuh nasionalisme terhadap dirinya sendiri dan organisasinya atau lembaganya lah. Sekarang contohnya kayak gini, kelompok sadar wisata enggak bakalan mungkin mundur satu jengkal pun kasarnya kan gitu ketika ada pengembang atau investor masuk bisa menguasai wilayah itu. Karena dia sudah rasa memiliki dan sudah keluar keringat atau perjuangannya selama proses. Nah saya mah menumbuhkan itunya dulu kang. Jadi ketika ada anggaran pun dan lain sebagainya itu bisa terlaksana dengan baik.”

Successful strategy formulation and implementation requires effective strategic leadership. Strategic leadership is how leaders develop strategies to achieve specific goals. A strategy should identify the steps needed to move from the current state to the desired state by looking at the problem from multiple perspectives and reorganizing the problem to understand its root causes. According to Hughes & Beatty (n.t.), strategic leadership operates on a long-term schedule and integrates short-term results with a long-term focus.

4. Decision making

Still related to the same issue, that is the limited budget and time that a Patriot Desa has in carrying out their duties, so they need to determine and make decisions on what work they need to complete first. The problems found may be many, but they cannot all be solved in a very limited time and budget. Patriot Desa of Sukamakmur Village explained as follows.

“Menyampaikan permasalahannya yang real dan kita sodorkan gagasan yang real juga, jangan muluk-muluk. Jangan yang harus berat-berat karena kan kita satu tahun nih dibatasi dengan waktu, sedangkan kita nggak punya anggaran tadi. Ya udah kita apa yang bisa kita lakuin, daripada kita mikirin konsep yang berat-berat. Misalkan kayak sampah ini kan sebenarnya hal yang sederhana ya Kang, tapi dari sampah itu ya syukur banyak manfaatnya dari segi kesadaran masyarakat pengetahuan penggerak lokalnya juga, dan desanya juga udah mulai paham gitu, Kang.”

In addition, external factors of the program that come from the village itself also need to be taken into consideration. Thus, decision-making by the Patriot Desa needs to be careful in order to achieve what is expected by the Patriot Desa and the

community. Patriot Desas must be aware of the limited time they have to live in the village. There are quite a lot of problems in the village that are not comparable to the patriot's assignment period. Thus, Patriot Desas needs to sort and select which priority issues can be resolved within the remaining timeframe and available resources. Targeted initiatives are sought that are closest to the community and need immediate resolution. However, the initiatives should be realistic and easy to achieve and implement together.

5. Problem solving

The strategy and decision-making carried out by the Patriot Desa above is none other than the goal of problem solving. The presence of the Patriot Desa in the assignment villages is of course to carry out 3 main functions to solve existing problems in the village. Land conflict is one of the obstacles encountered in patriot assignment villages such as Sukaharja Village. This began because some of the land in Sukaharja, especially those that became tourist attractions, no longer belonged to the villagers. Thus, the implementation of programs related to these tourist objects has been hampered. The landowners, who are outsiders, are only business-oriented without considering the conditions of the local community. However, this protracted problem has not been resolved by the Village Government as the authority in the area. Patriot Desa of Sukaharja Village shared the opinion as follows.

Jadi, kalau berbicara Sukaharja, ini agak sedikit membuka aja. Sukaharja itu salah satu wilayah yang rentan konflik tanah. misalkan kayak di sana ya, tanah ini dikuasai negara, bla bla bla gitu kan. Nah rata-rata kayak gitu. Nah kalau saya, strateginya dalam artian bagaimana caranya potensi curug ini bisa diakuisisi dan mau dikembangkan oleh desa.

Akhirnya diresmikanlah secara tidak langsung kita juga sebenarnya lebih ke publikasi ke masyarakat bahwa oh ini mau dikelola oleh desalah, tapi melalui lembaga kelompok sadar wisata. Karena kayak gunung batu ini, ini sebenarnya konflik, Kang. Kenapa kita belum merembet ke sana. Ini konflik karena ada pihak dari luar yang mengakuisisi keseluruhan tanahnya, keseluruhan hampir pinggiran tanahnya sehingga si akses naik gunung batu itu tertutup.

In a study by Hendricks, et.al. (2010), youth leadership program participants reported that the program was beneficial in terms of gaining knowledge, attitudes, and skills. Through the ability to manage and negotiate conflict, youth gained greater confidence and a positive attitude towards the challenges they face and achieve their goals. Meanwhile, Redmond & Dolan (2016) in their research also conveyed the impact of leadership programs attended by youth at the competency level, youth will develop critical thinking skills when facing challenges and develop systematic and creative problem-solving skills.

The ultimate goal of leadership is to create change. Youth emphasize creating positive change in their communities. Leaders teach their communities how to change. Leaders make responsible and radical decisions to change their society. What makes youth a leader is when they take the time to stand up and make a difference. Solving a long-standing problem in the village is such a change.

6. Recognizing the potential of others

An important and prominent component of individual leadership for Patriot Desas is their ability to see the potential of each community. The demand to create local mobilizers from the village community itself has trained them to monitor and invite the community to get involved as a local

mobilizer. Local mobilizers are civilians who are able to have a positive impact on the community. Below are the statements by Patriot Desa of Sukamakmur Village:

"Iya, jadi kan dari pendekatan kita bisa, ini lah bisa, apa namanya ya Kang? Bisa ada dari hati tuh, oh ibu ini ada keinginan untuk membangun desanya loh. Itu aja dulu, Kang. Kalau udah ada keinginan baru tuh dari kita nggak tau jadi tau, kan jadi jalan semua tuh. Yang penting ada keinginan untuk membangun desanya dulu. Dan kebetulan yang Bu Mumu ini satu rumah tuh sama suaminya, sama anaknya. Semua penggerak lokal, Kang, tapi di bidang berbeda. Kang Tofiknya anaknya kopi, jadi kita pengembangan kopi. Si bapaknya pengrajin ini sapu, kerajinan tangan dari bambu, si ibunya dari gula semut. Benar-benar dan mereka memang keluarga pendidik, Kang. Jadi memang pengetahuan untuk membangun desanya, kepedulian mereka itu udah ini sih, paham."

Patriot Desa facilitates the growth of local champions and assists in strengthening their capacity so that they can manage and develop independent initiatives according to village typology in the economic, social, and environmental fields. Leaders are people who are able to see things that the general public does not see. Youth believe that everyone has the potential to be a leader. Leaders are in communities everywhere, people who may not even think of themselves as leaders help others in living life.

7. Trustworthy

On the basis of the many things that the Patriot Desa has done to solve one by one problems in the village, it is easy for the community and village government to trust the Patriot Desa. Over time, this trust also emerged among other village governments,

including the Village Head. The Village Head's level of trust in the Patriot Desa has gone as far as authorizing the use of the village seal independently by the Patriot himself. In addition, this granting of trust from the village government also occurs in the aspect of managing the village's official website and social media accounts. The head of the Youth Organization of Sukaharja Village said the following.

"Mengembangkan desa itu aktif, jadi kayak email desa, terus website desa, dia udah tahu semua. Login login mau gimana juga dia udah tahu semua. Karena memang kita percayakan sama dia."

Sztompka (1999) argues that trust can be defined as a bet about what another person will do. If someone trusts another person, it means that the person believes that the person has good intentions and that the person can perform an entrusted action (Hardin, 2006). The concept of trust has a very strong relationship with the trusted person's past reputation, expectations, competence, dependence, risk, and closeness of the relationship.

Social Leadership

The individual leadership skills of a Patriot Desa will lead them to another skill, the social competence of a young leader. Social leadership refers to an individual's ability to lead and influence others in social or group situations. It includes the ability to interact, communicate and collaborate with others to achieve a common goal. Social leadership involves a range of interpersonal skills and the ability to lead, motivate and support group members. Social leadership often occurs in a variety of contexts, including organizations, work teams, communities, and society.

Social leaders are responsible for creating an environment that supports the

growth and development of group members and achieving common goals in a positive and effective way. Social leadership requires strong interpersonal skills and an awareness of the social dynamics within the group. Patriot Desas who have spent some time living with the villagers have been encouraged to have these competencies. As a country with a large territory and a large population, Indonesia needs to develop leaders who can bridge the needs of local communities and solve various unresolved social problems.

Leadership in this context is interpreted as a strategy that must be prepared for youth as members of a social community. Social leadership aims to influence social movements and changes, such as youth issues, social sustainability, environment, and other issues, depending on the dynamics that develop in society. If youth are able to examine and analyze themselves, it is expected that they will become socially sensitive leaders in the future. The following discussion outlines various youth social leadership skills.

1. Collaborative

The Patriot Desa Program as a human investment uses the approach of strengthening the village as a community resource center. The approach is carried out by encouraging community participation as a resource that can be managed into shared values, knowledge and strength, which are needed for village or rural area development. This approach begins with developing the role of local champions, creating a forum for collaboration until the coordination of various village community resources independently, as a foundation for the sustainability of the Village Desa program. Therefore, some of the tasks of the Patriot Desa related to participation are (a) realizing collaborative and participatory village development initiatives and (b) encouraging community participation in village development.

The way to overcome these challenges is through innovation and collaboration. Limited resources are not a barrier to the continuity of the program as long as it can still collaborate with other parties who can cover the weaknesses of these resources. In addition, working innovatively can also support the implementation of the program. Limited conditions will usually encourage people to unleash creativity. Patriot Desa collaborates with many parties. The collaboration is intended to fulfill the needs of the village community that cannot be met by the Patriot Desa alone. The secretary of the Sukamakmur village government explained as follows.

“Seperti yang sudah dijalankan oleh Teh Karina (Patriot Desa) sangat membantu. Salah satu contoh penyuluhan dan sebagainya, seperti dari Dinas Lingkungan Hidup. Jadi Teh Karin selalu koordinasi gitu. Kemudian dari Dinas Pertanian juga kan dulu sudah berkontribusi untuk bibit pohonnya itu sebenarnya berapa kurang lebih ya. Ya pokoknya seribuan lebih bibit pohon itu juga berkat Patriot Desa yang menjadikan kerja sama dengan pihak yang menjadikan kerja sama dengan pihak pemerintah desa untuk penyambungannya. Kemudian, ada juga misalnya seperti buku-buku yang layak baca untuk perpustakaan umum. Kemudian apa, sementara itu juga dengan dinas terkait yang menangani ini apa, kemarin itu Al-Quran untuk tunanetra ya. Sementara itu, Patriot Desa juga melakukan upaya komunikasi dan integrasi dengan pihak luar desa, yaitu pengajuan Bantuan Keuangan Kompetitif yang disediakan oleh Pemerintah Provinsi Jawa Barat. Bantuan tersebut merupakan inovasi pembiayaan pembangunan yang bertujuan untuk mengoptimalkan pemanfaatan APBD Jabar melalui

pemberian dukungan pembiayaan dan subsidi secara layak dan inovatif. Oleh karena itu, dampak pencapaian indikator kinerja daerah dan prioritas pembangunan daerah dalam RPJMD Jabar akan semakin dirasakan oleh masyarakat lokal.”

Patriot Desa's relationships, both internal and external, are very important here. Internal relationships can come from the community itself and other networks at the sub-district level. Meanwhile, external relationships come from the Regional Coordinator network, which has access to a wider range of external parties. As a Patriot Desa, we should not only think that our relationships are only with people in the village, but also need to open access to develop networks and have relationships with parties outside the village who have links and interests in village development.

The idea that leadership is not an individual endeavor, but rather leadership is represented by collective efforts. Leadership is people coming together, joining hands, and tackling problems in their society. People need to be able to come together and work towards a common goal for things to work. Collaborative leaders seek to integrate ideas from various sources, including seeking to adopt traditional leadership and other variations. Through collaboration, problems that arise in organizations and communities are successfully solved and everyone involved feels included in the process. By working together, we can develop better strategies and achieve our goals with precision.

2. Participatory

The next basic competency of a Patriot Desa in social leadership is how he involves community participation in every program or initiative that is run. The Patriot Desa program, which is oriented towards human resource development, is certainly important

to involve community participation in every agenda so that the community is ultimately able to do this on their own in the future. Patriot Desa of Sukaharja Village said as follows.

“Jadi pembangunan yang ideal itu kan hasil pembangunan yang ideal adalah pembangunan yang sesuai dengan keinginan masyarakat.”

The obstacle of the village community, which is also the target of this program, is human resource capacity. The main task of the patriots is to educate the community about what they want to do, for example the establishment of a Waste Bank in Sukamakmur Village. The community cannot be mobilized immediately because their habits towards waste management have not yet been formed. This also applies to the establishment of other institutions such as Pokdarwis and BUMDes. Before allocating a budget to run the program, Patriot Desa needs to first build the capacity of the administrators so that they will be able to carry out the functions of the organization properly.

The management of village community institutions and the implementation of work programs need to be supported by the capacity of human resources who at least understand the basis and purpose of the organization. It often happens when an institution is given a budget but cannot use it optimally. Thus, the budget is wasted without any meaningful results. In fact, it is not uncommon for the institution to become inactive in the middle of the road when the budget runs out and the work program does not continue. That is also the basis why the Patriot Desa program uses a human investment approach so that the foundation is formed first before other things.

Another study conducted by Saputra (2014) found that the level of community participation in the National Independent Rural Community Empowerment Program

(PNPM-MP) in Siliwangan Village, Lole Peole Sub-district, Poso Regency was very high. The results of this study indicate that village development and progress are influenced by community participation in village development and community perceptions of the importance of participation in village development. The above inhibiting factors are in line with research conducted by Ramdani (2014) on the implementation of the Youth Bachelor Program for Rural Development (PSP3) in Dlingo District, Bantul Regency. In the study, there were several obstacles in the implementation of the PSP3 program, to be specific, geographical conditions; language and cultural factors; lack of support from the local government; and funding factors. In addition, factors such as communication and budget were also found in the research of Maulani, et.al. (2022) on policy decentralization in the Pioneer Youth program in Serang City and Mustikawati, et.al. (2022) on strategies to strengthen participation and leadership domains in the implementation of youth development policies in Sukabumi City.

3. Persuasive

The ability to understand the other person and respect the judgment of others above will ultimately lead to the ability to influence or invite others. In addition to being trusted, understanding the intentions conveyed by the Patriot Desa will have an impact on community participation in the idea. Harris & Beckert (2019) define youth leadership as a process in which a leader mobilizes the support of others to create positive social change. On a behavioral level, youth will develop negotiation skills to motivate followers to participate (Redmond & Dolan, 2016).

The first and foremost thing that becomes the biggest homework for every Patriot Desa is how to change the old mindset of the village community to be

willing to think forward for the common good. In every development program, villagers tend not to easily trust outsiders who come with ideas to do this and that in their area. They tend to believe in the program after seeing the results elsewhere. They need proof that the program they want to run does have a real impact on them. So, this is a barrier for village initiative programs that want to bring something new to the table. Patriot Desa's leadership has made the community aware of the importance of protecting the environment, especially from waste generated by the community itself. The local champion of Sukamakmur Village argued as follows.

“Ya semenjak ada Patriot Desa ya alhamdulillah apa perlahan-lahan gitu ya masyarakat di sini pada sadar. Tadinya kan masalah sampah ya pada berantakan gitu kan sembarangan. Jadi apa adanya Patriot desa ada dorongan gitu kan, jadi sekarang Alhamdulillah udah mulai inilah berkurang.”

On the other hand, the Patriot Desa Program, which is a program administered by the provincial office, cannot run alone if the lowest level, namely the village where the assignment is located, is not given adequate policy support. The patriots who struggle in the village together with the community, then produce an idea or local initiatives, will still not be realized if the village government does not make policies that are in line with these initiatives, so the Patriot Desas need to persuade the village government as well. For example, the construction of a road that provides access to the Curug Cibengang tourist site in Sukaharja Village. The village government still prioritizes physical village development and does not really think about human development, the results of which are not visible to the naked eye.

4. Understanding the others

Understanding the interlocutor is the ability of a Patriot Desa in the context of social leadership, which is also related to individual abilities related to self-adjustment or adaptation that have been conveyed previously. A Patriot Desa who is a higher education graduate must certainly be able to know the extent to which the community understands the use of terms in program implementation in the village. The terms contained in the Terms of Reference or the General Guidelines of the program cannot simply be passed down to the village community, where many people still do not have higher education. Patriot Desa is accustomed to conveying to the community language that is easier to understand, as long as it does not change the substance. Patriot Desa of Sukamakmur Village aid as the following.

“Yang pertama ilmu berkomunikasi ya, itu sangat penting gitu loh, Kang. Bagaimana kita menyampaikan itu ke masyarakat dengan sederhana tadi.”

Patriot Desa in its daily activities always interacts with rural communities, which educationally still have very little higher education. Therefore, the terms used in discussions need to be adjusted so that they can easily understand and not misinterpret or simplify technical terms. For example, the use of the term 'Local Champion' can raise questions and objections from actors who have been targeted by Patriot Desa. Essentially, the substance of what is being done is more important than overly lofty terms. Encouraging local people to become local mobilizers is not an easy task. There is a tendency for people to perceive other intentions from their appointment as a local mobilizer in their village. Thus, the community needs to be approached and

explained slowly in order to understand and be willing to take on the intended role.

Skepticism and the low capacity of human resources in the village are challenges for Patriot Desa. The education level of the Sukamakmur Village community tends to be very low. The highest number, 29.62%, is elementary school graduates. The literacy rate is also still quite high, at 4.49%. Meanwhile, only 0.59% of the population (diploma and bachelor's degree holders) have attended university. The education of the people of Sukaharja Village is not much different. This is shown by the fact that the majority, or 19.58%, are elementary school graduates; meanwhile, the number of people who are not literate is also still high, at 6.35%; then 18.70% did not graduate from elementary school, which is quite a lot. Meanwhile, the number of people who attended university is still very small, only 1.29% (Diploma and Bachelor).

5. Respecting others value

In a social situation, not all people have the same view in assessing something. Moreover, the Patriot Desa is placed in a village that is not the patriots' area of origin. For patriots who have the same ethnicity and language or who come from West Java originally, it may not take long to adjust to a new social environment, but it is different for patriots who are administratively residents of West Java, but biologically and culturally not Sundanese. Patriot Desa of Sukamakmur Village shared his experience as follows:

“Dari segi budaya ya pastinya ada, mungkin ya tapi aku selalu menyikapinya dengan positif aja gitu mungkin mereka belum paham, atau memang belum terbiasa gitu kan. Misalkan aku gak pake hijab, kan pasti ada orang yang menganggap ‘ini perempuan apa sih?’ gitu kan. Ya kalau kita gak kenal gitu gak yang gak pernah ngobrol pasti judge-nya itu cepat negatifnya kan, tapi kalau kita

udah pendekatan malah udah akrab gitu kan.”

Some of the principles of effective leadership programs according to Woyach & Cox (1992) are to enable young people to understand the history, values and beliefs of their society and to promote awareness, understanding and tolerance of other people, cultures and communities. This is similar to what is done in the Sariling Gawa program (Luluquisen, et.al., 2012). One of the elements and rationale of the Sariling Gawa youth leadership development model is to build community capacity by involving young people in civic, cultural, social and community affairs. Fundamentally, this also relates to a leader's collaborative ability to attract and unite diverse forces and combine according to the background, scientific, social and cultural background of the leader.

6. Willing to sacrifice

The spirit of social leadership in a Patriot Desa is even manifested in actions taken, even though it is not part of the program obligations. The Patriot of Sukaharja Village was once willing to sacrifice his laptop to be sold in order to get funds to revitalize a village tourist attraction that never received support from his own village government. Patriot Desa of Sukaharja Village stated as follows.

“Kang Azmi, lamun kudu diceritaken yeh, hayang buka wisata saking belum ada respon dari desa dulu, saya pernah jual laptop bikin buka wisatanya. Iya banner, konsumsi, dan lain sebagainya. Ya, tapi itu mah hanya sebatas perjuangan lah. Cuma kita kan nggak ngeliat itu, tapi ngeliat masa depannya nih masyarakat harus ... tumbuh dan bergerak.”

The head of the Pokdarwis said that before there was a Patriot Desa, the

condition of Cibeungang Waterfall was very poor. This tourist attraction did not receive any attention from the Village Government. The Pokdarwis Chair added that this revitalization effort started from scratch. Then, gradually, the Patriot Desa began to gradually revitalize Cibeungang Waterfall with existing resources. The limited budget at the beginning was not an obstacle, as long as the villagers were willing to work together.

Many contemporary leadership theories are value-based, another key component of leadership according to youth. Youth find it very important to work for the common good, putting the needs of others ahead of their own (Mortensen, et.al., 2014). Youth leadership aims to improve the conditions of society, not to achieve a certain status (Schnoll, 2015). Values-based leadership is leadership that helps youth understand the values important in their leadership, such as integrity, empathy, and concern for the interests of others.

7. Beloved by the community

After all the things done and the positive character shown by the Patriot Desa, they as a leader in the social sphere get positive feedback from the community. This shows that the presence of the Patriot Desa is expected by the village community, so his departure is not relieved. A testimonial from a local champion in Sukaharja Village is recorded as follows.

“Kalau saya kan cuma punya tenaga, ilmu nggak punya, yang punya ilmu kan Kang Soleh. “Kang Soleh ini masalahnya gimana?” Lebih bagusnya diperpanjang lagi gitu. Bener, saya mah, kemarin sampai lurah, sampai saya mau tanda tangan sama masyarakat yang ada untuk bertahan dengan dia, tapi saya gak ... Iya, ya. Saya ngomong soalnya, perlu berapa ratus tanda tangan masyarakat di sini? Kalau emang gak bisa, ya kayak gitu.”

Leaders must have good character, but not necessarily certain qualities or skills. Youth must have good character, strong self-confidence, and a desire to contribute to their community. This is what makes someone a leader. Young leaders have the ability to inspire others, never give up, keep moving forward despite feeling alone, and keep moving forward despite difficult circumstances. It is true that skills can be taught, but the accumulation of skills does not necessarily equate to leadership. Leadership consists of skills, experiences, needs, and motivations, and is a long and cumulative endeavor, not a single act of one individual that can serve as a catalyst for action (Kress, 2006).

Factors Influencing Patriot Desa Leadership

In carrying out their duties at the placement location, of course the things that have been carefully planned and prepared by the Patriot Desa do not go without obstacles. The purpose of the monitoring and evaluation mechanism is one of the proofs that indeed every government policy or program needs continuous improvement in order to achieve the big vision that has been set at the beginning. However, in addition to obstacles and barriers, there are also keys to success that can support the development of Patriot Desa leadership.

1. Personality of Patriot Desa

The Patriot Desa of Sukamakmur Village is a young woman from West Java by the name of Karina Simangunsong. Karin comes from Pontianak City, West Kalimantan with Batak ethnicity and Christianity. Karin's educational background is a Bachelor of Public Administration graduate from Tanjungpura University, Pontianak City, West Kalimantan. Meanwhile, the Patriot Desa of Sukaharja Village is a West Javanese youth by the name of Solehuddin. Soleh comes from

Sukabumi Regency, West Java. Soleh is of Sundanese ethnicity and has a variety of Muslims. Soleh's educational background is a Bachelor of Government Science graduate from Jenderal Achmad Yani University, Cimahi City, West Java.

The main inhibiting factor for the development of Patriot Desa leadership comes from the patriot individuals themselves. Although one of the requirements for registering as a Village Patriot candidate is to have a West Java ID card, not all residents with West Java ID cards are native to West Java, which is a Sundanese tribe. Thus, there are differences in culture, language, beliefs, and other individual attributes attached to the patriots with the village community assignment. This causes the Patriot Desa to have to first go through an adaptation phase, which has also led to community resistance. Patriot Desas must be able to quickly adjust to the local customs and wisdom in the village of assignment with the little time they have. In addition, internal aspects of the patriot can also include strong intentions and commitment. Intention is the starting point of a patriot's journey, while commitment is the thing that will keep the intention in its journey to reach the final destination. Long-term community empowerment programs require straightforward intentions and strong commitment because this is not an ordinary category of work that only seeks nominal value.

2. Pre-assignment orientation

The Patriot of Sukamakmur and Sukaharja Village both began their assignments in Sukaharja Sub-district in 2022. Then they also both extended their service period in the same place in 2023. So, the researcher here will see how the leadership development of the Patriot Desa is formed from a journey for almost 2 years carrying out its role in Sukamakmur Sub-district, which is also inseparable from the background and

previous experience. However, basically before the first assignment, the Patriot Desas were given 45 days of intensive training to support their role in the community. This also fills an interesting space for discussion on whether leaders are born or whether they are trained to be taught or learned. In the debate over whether leaders are born or made, some people believe that leaders are born to be leaders through genetics or fate. Meanwhile, there are those who argue that leadership is something that can be achieved or strived for. In the context of developing youth leadership skills, it is important to recognize that every youth has the capacity to be a leader as an individual (Kansas, 1995).

Van Linden & Fertman (1998) describe three stages of leadership development starting with recognition, interaction, and integration. This suggests that a person's leadership is built and developed in certain stages. These phases are developed and modified in the leadership learning process. It is a short-term educational process that helps us learn skills. These competencies include knowledge, skills, and attitudes that are essential for successful performance (Ricks, Ginn, & Daythry, 1995). Another important element suggested in youth leadership development is providing hands-on learning experiences (Kress, 2006). Experts view authentic experiences as the primary source of leadership learning (Kress, 2006; Ricketts & Rudd, 2002).

3. Role of mentor

Lastly, the position of the Regional Coordinator, often referred to as the regency coordinator, plays an important role here. In accordance with its main tasks and functions to monitor and evaluate the running of the program and the personal conditions of the Patriot Desas, the Regional Coordinator also acts as a mentor for the Patriot Desas. Thus, mentor leadership is also a supporting factor

in the development of Patriot Desa leadership. According to Woyach & Cox (1992), one of the principles that makes leadership programs effective is involving young people in significant relationships with mentors, positive role models, or nurturing adults. Redmond & Dolan (2016) also stated that the impact of youth participation in leadership programs at the neighborhood level, youth will receive guidance from mentors and facilitators if needed.

Young people pay attention to how leaders show leadership. They need to guide others to do the right thing by acting as mentors, not dictating to them completely. To me, leadership is not a dictatorship in which one person directs all efforts. Leadership is guidance. Leadership is about someone being a guide. Leaders tell people how to do things. The role of the Regional Coordinator is not only limited to administrative purposes, for example in the context of routine monitoring and evaluation. However, the Regional Coordinator is here able to become a place for Patriot Desas to take an example of leadership through its character that is able to guide and nurture.

Conclusion and Suggestion

Patriot Desa, as a program oriented towards human investment, certainly makes humans the main target of the program. One of the things that is expected from this approach is that Patriot Desa can work in the village as a leadership school. This program is a series of leadership schools and service containers for the best sons and daughters of West Java from various backgrounds. In general, it can be seen that the learning and development of Patriot Desa leadership is divided into individual leadership and social leadership. The abilities in individual leadership consist of adaptive, visionary, strategic, decision-making, problem-solving, being able to see the potential of others, and being easily trusted. Furthermore, social

leadership consists of the ability to be collaborative, participatory, understand the other person, influence others, respect the judgment of others, be willing to sacrifice, and be loved by the community. Meanwhile, the factors that influence the development of leadership include the individual Patriot Desa, pre-assignment orientation, and the role of the mentor. Based on these conclusions, the researcher provides the following suggestions:

1. There needs to be an integration effort to improve the West Java Youth Development Index, especially in the Youth Participation and Leadership Domain.
2. Future research can use mixed methods with a broader research locus and a more comprehensive theoretical framework in order to obtain better results and images related to the development of youth leadership through the Patriot Desa Program.

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