



BOTTOM-UP LEADERSHIP: THE ROLE OF LEADERSHIP IN COMMUNITY EMPOWERMENT

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Abstract

The purpose of this study is to describe in depth the effectiveness of the bottom-up leadership role in directing community empowerment programs in Balaradin Village which have a welfare impact for a better community life. This study uses a qualitative approach, by collecting data through observation, in-depth interviews, and documentation to obtain data and information about the program to be interpreted. This research was conducted in Balaradin Village, Lebaksiu District, Tegal Regency. The theory used is Beni Peki (2016) regarding effectiveness factors with the characteristics of measuring resources, organizational structure, technology, leadership, and support. The results of this study show that Balaradin Village, Lebaksiu District, is ready to apply the effectiveness factors of community empowerment programs. This is shown by the application of several of these factors in Balaradin Village, it's just that there are still imperfections in several respects such as Human Resources, Technology and Support which support the effectiveness of community empowerment programs. The dimensions that have good readiness are the dimensions of Organizational Structure and Leadership, while the dimensions that still need improvement and improvement are Resources, Technology and Support. Readiness and unpreparedness are assessed from whether the indicators contained in the majority dimension have been met or not.

Keywords: Bottom-Up Leadership, Community Empowerment, Effectiveness

INTRODUCTION

A country has a primary orientation, bringing prosperity to every citizen, including in Indonesia. This is seen from reflecting on the various levels contained in the government in this country which of course are actualized in a vision or mission in the government that is being carried out. Furthermore, the welfare of society is of course contained in the law and is the goal of the nation, and must be realized by all parties who have influence. Prosperity is certainly a challenge if there is massive and uncontrolled growth (Farida & Nugraha, 2022)

The welfare of the people in a country has elements that are mutually sustainable and broad enough to continue to be understood and explored more deeply. The economic element is one of the pioneers to find out how far the growth of people's welfare can be seen. Due to

the smooth pace of the economy, it can be said and indicated that there the movement of money continues until it finally flows down to all elements of society. (Suryanegara, 2019)

The government's role is also very important in supporting all mutually beneficial regulations between the community and business actors. We know them as regulators in running a government. However, it is not as easy as one might imagine, that the government, especially Indonesia, is very broad. So government representatives are needed to carry out their duties properly. One way is to apply the regional autonomy system. As we know, this regional autonomy is a form of handing over the authority of freedom in managing all the resources of its own territory which starts from the central government to the



local government with the rights and obligations to rearrange its own household which ends in compliance with applicable law. Whether an area is advanced or not is determined based on the capabilities that have been built and the extent to which the local government is willing or serious in realizing its area to be better with the help of the sensitivity of the helping hand of the community which refers to conformity based on the applicable laws and regulations (Yayat, 2017).

Based on Article 1 UUD No. 23 of 2014 the task of regional autonomy is an assignment that starts from the central government to the regions through the provinces and then cities/districts to villages to carry out various tasks. The goal, in giving this task is to increase the effectiveness and efficiency of development practices which will be followed up to the extent to which public services are well developed for the wider community. This is also the basis for the forerunner of welfare in terms of facilitating the successful implementation of tasks and villages in accordance with the potential and diversity of regional characteristics through decentralization that is enforced (Indrawati, 2010).

Villages according to Law Number 6 of 2014 are legal community units that have territorial boundaries that are authorized to regulate and manage government affairs, local community interests based on community initiatives, origin rights, and/or traditional rights that are recognized and respected in the government system of the Unitary State of the Republic of Indonesia . The village understanding above places the village as a government organization that politically has certain authority to manage and regulate its citizens or community. With this position the village has a very important role in supporting the success of the National Government broadly. The village is at the forefront of achieving success in all affairs and programs from the government. So it becomes very

logical if village development is a top priority for the success of national development.

The importance of community participation in supervising the implementation of the continuity of the activities of the apparatus to ensure effectiveness is very much needed, so that the apparatus is consistent in carrying out various activities related to community empowerment and improving existing facilities in the area. Community empowerment and improvement of facilities is certainly a continuous matter, which can be said if the leadership of a region has the skills to apply leadership bottom-up based on community participation in a village (Majdi et al., 2020)

In Indonesia itself there are various efforts to empower rural communities, such as empowering MSMEs which help sell products from local communities by providing means to increase sales and income for the community. Then the BUMDes was formed which became a village community facilitator with consumers at large, carried out training and fostered youth in managing agricultural products, then in other fields there was an increase in educational facilities and infrastructure by the village to improve the quality of human resources (Fitri, 2019)

Balaradin Village itself is one of the villages located in Lebaksiu District, Tegal Regency, Central Java Province. In 2017, it was once the pioneer village of the Tegal Regency waste bank movement. Continuing in 2018 the community empowerment program with the theme of sewing training became the best program in Lebaksiu District. With an assessment of the effect of the results for the progress of the village's economic rate. The potential of this village is also diverse, ranging from livestock to rice fields. Balaradin Village has a 2019 tourist village concept called Balaradin Walking Tour. The concept of a tourist village that applies the principle of walking around the village. The trip around the village will not take place directly, but there



will be a place or spot to stop for a short break by enjoying typical dishes from Balaradin Village. According to local residents, Balaradin Village has typical snacks such as: Savory Peek, Corn Rice, and Coconut Root.

However, there is one problem, that young people after completing their high school education immediately migrate to the capital. This causes an imbalance in productivity. Where in the village, only old people remain, who don't really think about progress and solutions for a better village. In the end the village created a form of community empowerment program that came from the Village Fund Allocation from the district.

Village Fund Allocations are intended to finance Village Government programs in carrying out government activities and community empowerment. The granting of Village Fund Allocations is a manifestation of fulfilling village rights to carry out its autonomy so that it grows and develops following the growth of the village itself based on diversity, participation, genuine autonomy, democratization and community empowerment. This is because villages have the right to receive regional tax and district/city regional retribution, and a share of the central and regional financial balance funds received by districts/cities.

Of course these activities cannot be carried out easily, because there are many things that need to be considered and become priority activities in village activities. This is what can be seen from how effective a program is implemented. Not only in quantity, but whether they are able to meet existing needs or not (Yayat, 2017).

Apart from that, there are still many negative perspectives from the people themselves, who are still reluctant to take part in programs made by the village. Inadequate human resources are an additional problem related to the optimal use of technology. This makes the use of technology need to be supported by good resources, not only plans,

but the realization must be carried out even though this relates to a fairly large allocation of funds for purchasing technology (W. H. Ibrahim & Maita, 2017).

This community empowerment program varies each year according to the needs of the community at that time. Examples of forms of community empowerment in Balaradin Village are mechanics, sewing, animal husbandry, rice fields, cosmetology, culinary, and others. In this case the researchers minimized two programs, namely mechanics and sewing. Where is this already effective for the benefit of society. Leadership effectiveness bottom-up becomes a matter that needs to be considered in the implementation of government activities, where this effectiveness relates to what is done by the village leadership, in this case the village head is walking towards the goal and is able to direct in achieving the goals that have been determined together. This effectiveness can be measured from various factors, especially in terms of the activities of the village apparatus in carrying out their activities to empower the community and improve facilities, namely (Pekei 2016:69) namely:

1. Human resource factors such as labor and work capacity on tangible resources such as tools, workplaces, and financial means. Resources are a factor in whether or not the activities carried out by an apparatus are effective, because no matter how well the program is executed, the results will be nil if there are no adequate resources;
2. Organizational structure factors are stable placements, both structural positions and functional positions;
3. Technological factors in terms of the implementation of a job. The use of technology in carrying out various activities will further increase effectiveness, in order to minimize human error which is prone to human action;
4. Factors supporting the device and its implementation, both from the leadership



and from the community. Good activities are activities that are able to attract community support, where indirectly such things indicate that what is being carried out is a community need;

5. The leadership component in the sense of being able to integrate the four components into an efficient and effective effort to achieve the set goals.

RESEARCH METHODS

This study uses a qualitative approach because it seeks in-depth data on the effectiveness of the leadership role bottom-up in directing community empowerment programs in Balaradin Village which have a welfare impact on people's lives. Data collection techniques were carried out by means of in-depth interviews, non-participatory observation and documentation. There are also informants selected using non-probability sampling method with purposive sampling with informants who have links with bottom-up leadership in directing community empowerment programs in Balaradin Village. Then the data is analyzed through the process of preparing the data first, starting coding all the data, narrating the data and arriving at making data interpretations. (Creswell, 2016)

RESULTS AND DISCUSSION

Balaradin Village is one of 15 villages in the Lebaksiu District, which is located 8 Km to the south of Tegal Regency. Balaradin Village has an area of 338.04 hectares. Balaradin Village consists of 4 hamlets including Wonoasih Hamlet, Wonosari Hamlet, Wonoayu Hamlet, Wonorejo Hamlet with a population of 4,888 people or 1,682 households. Balaradin village is included in a densely populated village, but there are still many sectors that have not been able to advance the community's economy. Many young people migrate to cities because there is no certainty of life that supports them in the village. This has become a serious problem, where now only

people living in the village are in the 50-70 year old range.

In accordance with the objectives of program effectiveness is an assessment or measurement of the extent to which program actions can achieve the original program objectives. The success of the program is measured by how effectively the objectives previously planned by the organization concerned have been achieved. For its implementation, the central government gives authority and funds for village development through sub-districts to be allocated to community empowerment such as training and others. According to Law Number 6 of 2014 concerning Villages, village community strengthening is carried out based on the general provisions of Article 1(12). To promote the self-sufficiency and well-being of society by increasing knowledge, attitudes, skills and behavioral skills, awareness, and resources through willpower. What should be replaced is the training that is done. The foundation is the guideline for implementers.

While community empowerment is a development process that encourages people to take the initiative to carry out social actions to improve their own situation and condition. Community empowerment is thus participatory, in a different sense influencing the program's target community. The success of the program does not only depend on the empowering entity, but also on the empowering performance.

There were also interviews for informants, namely the Village Head of Balaradin Village, Treasurer of Balaradin Village, Executors of the Community Empowerment Program, Residents of the Mechanic Training, and Residents of the Sewing Training. As for the results of research using interviews, observation, and documentation, the researchers will describe each dimension. So with that, in the implementation process carried out by the Balaradin Village regarding the effectiveness of



the community empowerment program, it can be seen in **Table 1**.

Tabel 1.
The Effectiveness of the Balaradin Village Community Empowerment Program

Dimensions	Indicator	Data Collection Techniques
Human Resources	Availability of facilities & infrastructure (30%) Optimal HR (40%)	Ineffective
Organizational structure	Stable department (60%) Maximum implementation of duties and functions (30%)	Effective
Technology	Optimization of technology functions (60%)	Ineffective
Leader	Combination of factors of resources, organizational structure, technology, support (90%)	Effective
Support	Policies according to the rules (35%)	Ineffective

Source: Author Processed (2022)

Human Resources

What is important in the implementation of any program is human resources. This becomes a decision that will be sustainable for the welfare of the community itself, none other than directly leading to economic growth. When viewed from the human resource economics literature, the definition or concept of resources is very eclectic. Based on (Fauzi, 2004), which defines human resources:

1. The ability to charge or handle something
2. Source of acquisition, support, or assistance
3. Means produced by faculty or mind. Somebody

If drawn on the existing reality, there is still much to be done in terms of human resources. Basically, the notion of human resources covers a much broader aspect. It is often said in the literature that a human resource has intrinsic value, namely the definition of value contained in human resources, whether the human resource is consumed or not, or even more extreme, whether there are people or not.

For financial institutions, this intrinsic value is often overlooked because using traditional financial tools to understand natural resource management often does not achieve the right goals. Related to the effectiveness of the community empowerment program in Balaradin Village, Lebaksiu District, Tegal Regency, in the context of human resources, it has not yet reached the target that should be in supporting effectiveness.

Organizational structure

Organizational Structure can be defined as the formal mechanism of organizational management. Shows the framework and arrangement of activities, parts and interpersonal manifestations that indicate the various positions, roles and powers, and responsibilities in the organization. The formation of the organizational structure is influenced by several factors, of course a military organization to achieve the goals of the technology. Members and individual organizations used and the size of the organization.

As in Law no. 06/2014, that villages have three categories of village institutions that play a role in administering village governance, one of which is: the Village Consultative Body and Community Facilities. Village governance affairs are established by law to be administered by village governing bodies and village councils. The village government controls and manages the needs of the local community according to local traditions and customs that are recognized and respected by the village government system. The village is part of the



village government together with the village head and village officials.

The village committee as part of administering government at the village level is a system that reflects the democratic management of government at the village level. The role of the village deliberation committee is to work closely with the village head to formulate and regulate village regulations and direct the will of the community. BPD is part of the village government. BPD members are representatives of affected villagers based on regional representatives formed through negotiations and agreements. BPD membership includes community leaders, traditional activists, professional groups, religious leaders, and other community leaders or individuals. It is the BPD's job to work with the village head in approving and enacting village laws and facilitating community work. In this regard, the village apparatus of Balaradin is good, but the researcher hopes that in the future there will be a determination of who will be selected to serve as its members. There are theories to support this, including:

1. Selection Process (selection)
Organizations do not select their employees at random. Applicants are put through a series of rounds designed to separate those who may succeed from those who may not.
2. Job Requirements (role requirement)
Individuals in the organization have positions, and each position has expectations about how the position holder should behave.
3. Regulations, procedures, and policies (rules, procedures, and policies)
regulations are specific instructions to employees about what to do and what not to do. Procedure is a series of sequential steps that employees follow to perform their duties. Guidelines are guidelines that determine barriers to decision making for employees.

4. training process (training) Some of the training is on-the-job-training (for example apprenticeships, coaching, or study assignments), some are off-the-job training (lectures, demonstrations, simulations, or programmed instructions)).
5. Ritual (rituals) Rituals or ceremonies are a type of status. In this technique, formalization usually occurs in strategic positions and has a long-term impact on the company.

Technology

Community empowerment is important in the field of information and communication. Information and communication technology is one aspect that supports the achievement of national interests as determined by law 1 Article 17 National Long-Term Development Plan 2005-2025 The achievement of Indonesia's information society in 2007 is a temporary period or planning. This goal lies in the fact that the ability to process and use information is certainly owned by the state not only to promote economic growth and national competitiveness but also to improve the standard of living and quality of life of the people. (Eka A, 2013)

Community empowerment through information technology. The government through the Ministry of Telecommunications and Information Technology has a vision to lead Indonesia towards a prosperous society by prioritizing popular green telecommunication and information in one framework. In Indonesia, even in the current era of self-government, villages must be more democratic and self-governing. Village governance should be well organized and become more transparent and accountable.

In Balaradin Village, Lebaksiu District, Tegal Regency, this has started to develop and has tried several management systems in the village using technology. This clearly helps the community empowerment to run better. However, the obstacle returns to the apparatus



who still have a lot to learn in understanding the field of technology.

Support

Linked to the support that covers and covers the various factors mentioned, this becomes a determinant in responding to the effectiveness of the community empowerment program in Balaradin Village, Lebaksiu District, Tegal Regency. In this case there are two references (Iriani D, 2016), including: Motivation can be interpreted as a person's internal and external motivation, which is expressed through desires and interests, motivations and needs, desires and aspirations, hopes and respect. Motivation is something that drives someone to act. Government policies, whether promulgated through laws, government regulations, ministers and civil servants are trends that organizations should consider when developing their workforce.

Leader

Judging from the Kelurahan of Balaradin Village, Lebaksiu District, Tegal Regency, it is already good in terms of leadership. Because it has seen its track record in the past few years in taking care of the residents of Balaradin Village. Effective leadership is leadership that is able to motivate subordinates to continue to succeed, have work enthusiasm, be productive and result oriented, and of course have a positive impact on the company or group it manages. So, it is very important to know "effective leadership (Amri H, 2016), especially leadership in government management, whatever echelon level they are at, should have 7 dimensions (Sapta Matra), namely:

1. Leaders as leaders (leader)
2. Leaders as Entrepreneurs (Entrepreneur)
3. The leader as manager (Manager)
4. Leader as administrator (Administrator)
5. Leaders as supervisors (Supervisor)
6. Leader as Staff (Staff)
7. Leader as Technician (Technician)

CONCLUSION

Based on research on the role of bottom-up leadership on community empowerment in Balaradin Village describes the effectiveness of bottom-up leadership seen in the human resources in Balaradin Village are ready to maximize the resources they have. The Organizational Structure in the form of positions in its implementation in the Village of Balaradin Village is in accordance with applicable regulations. Clear career paths have been implemented by officials in the Balaradin Village office. Regarding technology to help the availability of technology in Balaradin Village, it has not been optimally distributed in terms of service to the public. However, the Balaradin Village has planned to be serious about using technology in services in the Village. Government support in collaboration with the people of Balaradin Village, Lebaksiu District, Tegal Regency is ready to be consistent in advanced communication-based support for the running of programs that have a good effect on the mutual welfare of the community. Likewise, the Village Leaders of Balaradin, Lebaksiu District, Tegal Regency are ready to maximize any activities led by village leaders based on community participation which in the end creates a situation of collaboration between leaders and the community so that this becomes a breakthrough which results in success in community empowerment and is able to evaluate the extent of the performance of village officials. improve for the better in the future.

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