

VILLAGE HEAD'S LEADERSHIP IN IMPLEMENTING COMMUNITY EMPOWERMENT IN KARANGKAMIRI VILLAGE, LANGKAPLANCAR DISTRICT, PANGANDARAN DISTRICT

Maya Rahmawati ¹, Regi Refian Garis ², Asep Nurdin Rosihan Anwar ³
Universitas Galuh, Ciamis, Indonesia ^{1,2,3}
Email: mayarahmawati031@gmail.com

ABSTRACT

This research was motivated by the lack of optimal implementation of Community Empowerment in Karangkamiri Village, Langkaplancar District, Pangandaran Regency, as well as the leadership of the village head in implementing community empowerment in Karangkamiri Village, Langkaplancar District, Pangandaran Regency. The role of a leader is very necessary in setting goals, allocating scarce resources, focusing training on organizational goals, coordinating changes that occur, building interpersonal contact with followers, and determining the right or best direction if failure occurs. The research method used in this research is qualitative. The qualitative method is a research method based on the philosophy of postpositivism, used to research the conditions of natural objects, as opposed to experiments where the researcher is the key instrument, data collection techniques are carried out in a triangulated/combined manner, data analysis is inductive/qualitative, and the research results are qualitative. emphasizes meaning rather than generalization. This research aims to determine the level of success of the village head's leadership as the leader of the village government in implementing community empowerment. Based on research results, the Village Head's Leadership in Implementing Community Empowerment in Karangkamiri Village, Langkaplancar District, Pangandaran Regency has generally not been implemented optimally because there are obstacles, such as: Lack of utilization of existing potential resulting in a lack of harmony and balance for community empowerment in Karangkamiri Village, Langkaplancar District, Pangandaran Regency. , Lack of adequate budget provision to carry out community empowerment, this is hampered by budget arrangements so that it influences the implementation of community empowerment, Lack of communicators to increase knowledge and skills in community empowerment activities so that people are not creative, for example there is a lack of socialization and counseling in all areas of empowerment on an ongoing basis. routinely to the community

Keywords : Leadership, Village Head, Community Empowerment

INTRODUCTION

In order to realize good governance, a government institution needs leadership that can develop and improve its quality, based on current problems, the current phenomenon of leaders is that there are those who are loyal and vice versa in leading a government institution, therefore the most important thing that must be done well is top, middle and bottom leaders in the study of government organizations need work encouragement and motivation for their subordinates so that every employee and employees who work can carry out good work productivity, to achieve organizational goals, as stated by (Titik Rosnani, 2012: 2) namely leadership has a dominant role in increasing work productivity, both at the individual level, at the group level and at the organizational level. Leaders are indispensable in setting goals, allocating scarce resources, focusing training on organizational goals, coordinating changes that occur, establishing interpersonal contact with followers, and determining the right or best direction when failure occurs. In government, according to Rasyid (2007: 149), Leadership Quality refers to a person's capacity to build collective awareness of a community (people) regarding the need to realize certain ideals. In relation to realizing good governance , the process of leadership change in carrying out its main tasks and functions can be realized by efforts to self-actualize the values of

leadership, exemplary, moral integrity and ethics of all leaders from the Regency/City Government level, village government to with the National Peak leadership level.

According to (Talizidhuhu Ndraha 2011:6) the village head is the leader in the village, all matters regarding prosperity, community welfare, development and community empowerment are the obligations of the village head as a formal leader appointed by the government, the village apparatus consists of the village secretary and other village officials . The leadership of a Village Head is needed to assist local governments in dealing with various problems that occur in their area, as well as solving various problems that occur in society. In article 26 paragraph (1) of Law Number 6 of 2014 concerning Villages it is stated that the Village Head is tasked with organizing village government, carrying out village development, community development and empowering village communities, then in paragraph (2) letter a it is emphasized that in carrying out his duties as intended in paragraph (1), the Village Head has the authority to lead the administration of village government.

Empowerment of village communities according to Law on Villages Number 6 of 2014 Point 12 is said to be an effort to develop community independence and welfare

by increasing knowledge, attitudes, skills, behavior, abilities, awareness, as well as utilizing resources through the establishment of policies, programs, activities and assistance that is in accordance with the essence of the problem and priority needs of the community. Who needs to be empowered, village communities. Village communities really need to be empowered because as written above, people need to improve their knowledge, attitudes, skills, which are beneficial for themselves and the wider community. This empowerment can be done through community institutions, namely Community Empowerment Institutions (LPM), Family Welfare Empowerment (PKK), Karangtaruna, Religious Institutions, Cultural Institutions, in local villages.

Based on Village Law Number 6 of 2014, Article 94 states that villages utilize existing Village Community Institutions to assist in the implementation of village government functions, implementation of village development, development of village community and village empowerment. Community Empowerment Institutions (LPM) are social institutions that grow from, by and for the community and are a vehicle for community participation and aspirations in planning, implementing and controlling development that relies on the community, which aims to increase community awareness in national and state life within the framework of The Unitary State of the Republic of

Indonesia is based on Pancasila and the 1945 Constitution.

Therefore, community empowerment is very important, because people in every region or in every region or even in every country do not all have the same welfare. In general, people who are highly prosperous have the independence to fulfill their daily needs in order to live their lives. In order to realize good governance, a government institution needs leadership that can develop and improve its quality, based on current problems, the current phenomenon of leaders is that there are those who are loyal and vice versa in leading a government institution, therefore the most important thing that must be done well is top, middle and bottom leaders in the study of government organizations need work encouragement and motivation for their subordinates so that every employee and employees who work can carry out good work productivity, to achieve organizational goals, as stated by (Titik Rosnani, 2012: 2) namely leadership has a dominant role in increasing work productivity, both at the individual level, at the group level and at the organizational level. Realizing these potentials, Karangkamiri Village actually has the opportunity and chance to empower and prosper its village community. In order to realize all the potential that the village has in the form of natural resources and human resources, as well as institutions must be optimized. The enormous and

valuable natural potential in Karangkamiri village will not be able to survive and develop if it is not managed and utilized properly and correctly. Because good and correct management is management that has the principle of sustainable development and environmental preservation. Another potential that needs to be empowered in Karangkamiri Village is institutional. Because institutions are a forum for community aspirations that accommodate all community needs related to community welfare.

The government's efforts to empower the community are numerous. There are many community empowerment programs aimed at making people more creative, more independent and more empowered with the aim of increasing the standard of living and welfare of the community, so as to reduce the poverty rate of the community, especially village communities.

The village head, namely a village government leader, has a very important role in the running of government. Previous research entitled Village Head Leadership towards Community Empowerment, from this journal shows that it is not only the village head who has an active role but the village head is also very influential on the wheels of government. The village head who holds the power to implement community empowerment programs, the village head who is a government administrator, community administrator and development administrator to

mobilize and increase community participation to actively participate in community empowerment activities, is associated with the problem that often occurs that village government leaders still less than optimal in implementing community empowerment, namely in implementing community empowerment programs, in maintenance and supervision in all forms of community empowerment, lack of motivation towards the community, lack of communication with village officials and the community, so that the leadership of the village head will not run well.

Based on the results of the author's initial observations, the Head of Karangkamiri Village in carrying out community empowerment in Karangkamiri Village, Langkaplancar District, Pangandaran Regency has not carried out optimally, this can be seen from the following problem indicators:

1. The existing potential has not yet been utilized, resulting in a lack of harmony and balance in community empowerment in Karangkamiri Village, Langkaplancar District, Pangandaran Regency.
2. It has not yet been implemented in providing an adequate budget to carry out community empowerment. This is hampered by budget arrangements which have an impact on the implementation of community empowerment
3. Communicators have not yet carried out efforts to increase knowledge and skills in community

empowerment activities so that people are not creative, for example there is a lack of regular outreach and counseling in all areas of empowerment to the community.

Based on the description of the problem above, the researcher is interested in conducting research with the title " Village Head Leadership in Implementing Community Empowerment in Karangkamiri Village, Langkaplancar District, Pangandaran Regency".

LITERATURE REVIEW

Leadership has a dominant role in increasing work productivity , both at the individual level, at the group level and at the organizational level. The role of a leader is very necessary in efforts to set goals, allocate scarce resources, focus training on organizational goals, coordinate changes that occur, foster interpersonal contact with followers, and determine the right or best direction when failure occurs (Titik Rosnani , 2012:2).

According to Veuthzal Rivai and Deddy Mulyadi (2009:2) say that: Leadership includes the process of influencing in determining organizational goals, motivating the behavior of followers to achieve goals, influencing to improve the group and its culture. Apart from that, it also influences the interpretation of events of followers, organizing and activities to achieve goals, maintaining cooperative relationships and group work, obtaining support and

cooperation from people outside the group or organization.

According to Soedarmayanti (2009: 121) states that: Leadership is the art of influencing and directing people through obedience, trust, honor and enthusiastic cooperation in achieving common goals.

From the explanation above, it can be concluded that leadership is defined as a decision maker or as the initiative to act in producing a consistent pattern in order to find a way to solve a problem together by moving people in the group or organization to achieve a common goal.

Good government leadership is very necessary to create good government, as well as to improve the welfare of village communities by providing good public services and community empowerment. According to Veuthzal Rivai and Deddy Mulyadi (2009:2) say that: Leadership includes the process of influencing in determining goals organization, motivating follower behavior to achieve goals, influencing to improve the group and its culture. Apart from that, it also influences the interpretation of events of followers, organizing and activities to achieve goals, maintaining cooperative relationships and group work, obtaining support and cooperation from people outside the group or organization.

According to Soedarmayanti (2009: 121) states that: Leadership is the art of influencing and directing people through obedience, trust, honor

and enthusiastic cooperation in achieving common goals.

The Village Head as a formal leader appointed by the Government, Article 26 paragraph (1) of Law no. 6 of 2014 regulates 4 (four) main duties of the Village Head, namely: Organizing village government, Carrying out village development, Carrying out village community development, and Empowering village communities. The function of the village head is to carry out development such as building rural infrastructure, developing education and health. In paragraph (3) it is stated that another function of the village head is to carry out community empowerment, community social culture, religion and employment. The village head also functions socio-economically, politically, environmentally, empowering families, youth, sports and youth organizations. Another function is to build partnership relationships with other institutions

The central government and regional governments have government functions to achieve their goals. Based on Law Number 23 of 2014, namely the empowerment function. The role and function of the government in determining community empowerment policies and programs greatly determines the success of implementing community empowerment. Community empowerment efforts require an implementation strategy with concrete steps to successfully achieve its targets and objectives.

Based on this theory, the research title is related to the Empowerment Function, namely the duties of the Village Head as the leader of the Village Government, one of which is empowering village communities through Community Empowerment Institutions. Community empowerment is the obligation of the Village Head as a leader. According to Siagian (2003: 48-70), there are five functions of a leader in an organization or in a community, namely: As a direction setter, deputy and spokesperson for the bureaucracy, as a communicator, as a mediator, then as an integrator.

METHOD

Research design according to Nazir (2014: 70) states that research design is "The design of research is all the processes required in planning and implementing research". The characteristics of research design are never seen as scientific or unscientific, but seen in terms of whether they are good or bad. Because design also includes study plans, there is always a *trade off* between control or no control, between objectivity and subjectivity. The design depends on the degree of accuracy desired, the level of proof and the level of development of the field of science concerned. Such a precise design never exists.

The research method used in this research is qualitative. Qualitative methods as stated by Sugiyono (2016:09) argue that qualitative methods are: Qualitative research

methods are research methods that are based on the philosophy of postpositivism, used to research the conditions of natural objects, (as opposed to experiments) where the researcher is the key instrument, technique Data collection was carried out in a triangulated (combined) manner, data analysis was inductive/qualitative, and qualitative research results emphasized meaning rather than generalizations.

RESULTS AND DISCUSSION

Furthermore, to find out the results of the research which is used as the focus of the problem in this research, the researcher collects data to use as a reference in carrying out analysis so that the results of the research can be known. This research is to determine the extent of the Village Head's Leadership in Implementing Community Empowerment in Karangkamiri Village, Langkaplancar District, Pangandaran Regency.

1. As a Direction Determinant

The leadership of a Village Head is needed to assist the regional government in dealing with various problems that occur in the area, as well as solving various problems that occur in society, the leader as a direction maker, the leader must also be able to create a good work program, determine the time for effective implementation of the work program, have a plan to develop the organization, utilize resources optimally, and be able to analyze the resources owned by the

organization. A leader must be able to determine which path will be taken in the process of achieving organizational goals so that subordinates do not act alone, but are able to work together in accordance with the leader's vision and mission.

a) The existence of determining direction

Based on the results of research and observations by the Head of Karangkamiri Village, Langkaplancar District, Abupaten Pangandaran, the Head of Karangkamiri Village has fulfilled his role in determining direction through

mupakat/Mupakat/Musrenbang discussions with all village officials and all existing institutions. Apart from that, there is a regular agenda for meeting with all B members . there is the Village Consultative Assembly (BPD) and Village Community Institutions

(LKD) in Karangkamiri Village because it is in this forum that the village head determines the direction of how to determine policies and convey information as well as accommodate the aspirations of his subordinates and the community.

b) Implementing the Bureaucratic Vision and Mission

Based on the research results, the village head has also implemented the village's vision and mission to improve the welfare of the community which is achieved through community empowerment by utilizing the potential of Karangkamiri Village, namely in the fields of Agriculture, Livestock,

Tourism, Education, with empowerment programs namely Farmer Groups, Livestock Groups, Empowerment Women, namely Family Welfare Development (PKK), KADER, and Youth Organizations.

2. Bureaucratic Representative and Spokesperson

To find out about how the village head carries out good relationships with various parties outside the organization, the results of the interview can be presented as follows:

- a) Become a representative and spokesperson for the bureaucracy in relations with parties outside the organization

Based on the research results, the Head of Karangkamiri Village has tried to establish good relationships with various parties in the village, including village officials and LKD as well as with the community, by providing encouragement and motivation to subordinates and the community through official forums and through activities that involve many people and not only In the Mupakat deliberation forum alone, Kepa Desak Karangkamiri also tries to overcome the conflicts that occur by utilizing good relationships outside the bureaucracy, but the obstacles are when receiving aspirations, arguments or suggestions and criticism from village officials and the community, the village head must be more responsive. accept and accept, because in a bureaucracy, let alone a village government, there will always

be criticism, constructive criticism or maybe even bringing it down, it goes back to the leader who must have the skills to overcome these obstacles, so that the aspirations and arguments can be in line and agree to achieve organizational goals.

- b) Maintaining Good Relations With Various Parties

Based on the research results, the village head has carried out good relations and maintained good relationships optimally, namely by utilizing communication with the community directly, as well as in various formal and non-formal forums, such as weekly meetings held by all institutions . Karangkamiri Village and the community involved

3. As a Communicator

The next leadership function that must be fulfilled is the leader as an effective communicator, where a leader must be able to communicate well, both orally and in writing. This greatly influences the delivery of information to the public regarding policies or programs that will be implemented. Mistakes and misunderstandings can be avoided if the village head is able to convey the message well. Government leadership is a strategy by carrying out relationships in accordance with the rules of communication science, namely what the government wants as the message giver

- a) Have skills in composing messages so that they are clear and convey information directly or indirectly effectively

Based on the research results, the village head is lacking in communicating with the Community Empowerment Institution in dealing with the lack of socialization and counseling to the community regarding all forms of community empowerment programs, and the efforts made by the LPM and its members should frequently hold meetings with the community in each hamlet/region. Apart from conveying information, there are also aspirations from the community to institutions that can become innovations for the community and institutions in the future

4. Leader as Mediator

a) Reliable Mediator, Especially in Internal Relations, Especially in Handling Conflict Situations and

Based on interviews and research, the ability of the Karangkamiri Village Head is not yet optimal in becoming a Reliable Mediator, Especially in Internal Relations, Especially in Handling Conflict Situations, it can be seen from the lack of maintenance in the field of community empowerment, namely in palm sugar farmers, apart from farmers and livestock in Karangkamiri Village, some of the people are indeed Sugar farmers make their living in almost every village producing palm sugar, so Karangkamiri village has created empowerment programs by looking at the existing potential, but one of them is that palm sugar farmers are not well maintained so that residents do not have the skills to produce palm sugar into a

superior product. or new products, then there is a lack of maintenance by the Cintawana Karangtaruna Karangtaruna in Karangkamiri village, Karangtaruna is a social organization as a forum and means of developing every member of society who grows and develops on the basis of awareness and social responsibility, as well as Karangtaruna in Karangkamiri village which plays a very important role in ensuring growth. and the development of people who are qualified, skilled, intelligent, innovative, have character and have awareness and responsibility, but in Karangkamiri village the Karangtaruna organization is not yet fully running well, because it is not well maintained, while there are many young people in Karangkamiri village in each hamlet. , only some young men/women in the hamlet are active.

5. As Integrator

A leader who functions as a unifier of various individuals and groups with different mindsets towards a common goal. An integrator is a leader, every leader, regardless of the hierarchy of positions in the bureaucracy, is actually an integrator, meaning that the higher a person's position in the leadership hierarchy in the bureaucracy, the more important the meaning of that role. The village head must be able to be fair in treating his subordinates and the community so as not to cause jealousy.

a) Uniting Various Individuals and Groups and Mindsets Towards a Common Goal

Based on the results of interviews and analysis conducted by researchers regarding Village Head Leadership in Implementing Community Empowerment in Karangkamiri Village, Langkaplancar District, Pangandaran Regency, the leader as an integrator where a village head is able to unite the work perceptions of subordinates in order to achieve the goals set in the organization, the leader must act. Even if he is fair to his subordinates or the community, the village head must be firm and must prioritize what is the leader's obligation, namely empowering the community and improving the welfare of the community and how.

CONCLUSION

Based on the results of research regarding the Leadership of Village Heads in Implementing Community Empowerment in Karangkamiri Village, Langkaplancar District, Pangandaran Regency, the conclusions from the results of this research can be described as follows:

The leadership of the Village Head in Implementing Community Empowerment in Karangkamiri Village, Langkaplancar District, Pangandaran Regency, based on research results, is known to be not optimal. This can be seen from the indicators that are not yet optimal as follows:

1. Leaders as mediators, the obstacles are such as the lack of village heads mediating in community

empowerment, the lack of resource utilization, village heads not being optimal in providing adequate budgets for community empowerment.

2. Leaders as communicators, there is still a lack of village heads as communicators in providing socialization on community empowerment programs, counseling on all programs and areas of community empowerment, resulting in a lack of skills and knowledge in village communities.

So the efforts made by the village head and village government often carry out outreach and outreach to each hamlet/region as well as to the younger generation who should participate in implementing community welfare in Karangkamiri Village, regarding community empowerment programs, as well as regarding the main tasks and functions of these programs, so that the community can understand all the programs carried out in the village and the community actively participates in community empowerment programs, because in Karangkamiri Village, judging from its potential, farmers and livestock breeders can hold outreach and outreach in this field, then the LPM institution must hold meetings in each hamlet/ region so that people do not hesitate to express their aspirations. Then the Village Head and village government often monitor the condition of the programs that are running, whether they are running well so that the utilization of natural resource

potential in Karangkamiri Village is in accordance with the conditions and needs of the community.

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