

Sub-District Leadership Techniques in Supporting the Village KB Program for Improving Community Welfare

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ABSTRACT

This article aims to explain the impact of the KB Village program, which is one of the government's flagship programs to help empower rural communities in improving community welfare in all sectors including the economic sector. The implementation of the KB Village program intends to give attention to people living in remote villages so that they can enjoy development fairly and evenly. To realize development through the KB Village program requires serious attention from all related agencies or stakeholders so that the program is successfully implemented. The KB Village program provided by the government for remote communities requires the government in the region to the village government to participate and cooperate with various interested parties so that the KB Village program is truly felt by the people who are the target of the implementation of the program. Remote villages that receive central government assistance through the KB Village program certainly participate more and strive for the program to change the lives of remote communities, especially in terms of income or economic income of the community. Changing the economic conditions of remote and slum communities for the better is not easy without the full support of the sub-district government because each village that receives KB Village program assistance is in the sub-district area headed by a Camat. Thus, as a government leader in the sub-district who coordinates villages and sub-districts in his area, a Camat should have effective leadership techniques so that development in the area he leads runs smoothly and succeeds according to mutual expectations.

Keywords: Sub-District Leadership, KB Program, Community Welfare

INTRODUCTION

Nearly half of Indonesia's population currently still resides in rural residential areas. The statement was made by Finance Minister Sri Mulyani, who said that half of Indonesia's people still live in rural areas. The large number of people who live in rural areas makes the government always strive and work hard to realize welfare for all levels of society, including those living in remote villages coordinated by the sub-district government in organizing development.

Sub-district development is development carried out in the sub-district government area, coordinating villages and sub-districts that have development programs according to the needs and budget availability for their respective areas to achieve community needs.

One of the efforts made by the government in building community welfare in the sub-district area is through government policies, namely, the KB Village program. The KB Village program is provided by the government to improve the welfare and economic improvement of remote communities or rural communities in the sub-district area. Observing the central government program on the KB Village program, one of which is intended to improve the people's economy that is fair and equitable throughout the territory of RI, several opportunities can be pursued as much as possible.

To increase income and improve the people's economy in the sub-district area, the role of the sub-district government is needed, especially in terms of empowering the people and the participation of all components of government and society in optimizing the use of funds and development programs in the sub-district area. In addition, the sub-district government, in this case the Camat, provides guidance, direction, and supervision of every development program in villages and sub-districts in its area, more specifically regarding the KB Village program.

The selection of leadership techniques and policies that are right on target if they can be implemented effectively by the sub-district government or the Camat can have a major impact and benefit on achieving the objectives of the KB Village program. Serious attention for all elements of the sub-district government headed by a Camat regarding the KB Village program is expected to have a positive impact on improving the welfare and quality of life of the people who inhabit the sub-district area through community empowerment in various fields including in the economic field to reduce the poverty rate of rural communities. To realize this desire requires the efforts of a Camat, one of whom chooses the leadership techniques he must apply. The leadership technique of a Camat in supporting the KB Village program can be realized through communication and cooperation with all stakeholders and elements related to the KB Village program and other efforts made by the sub-district government to support the KB Village program.

In addition to establishing communication and cooperation with elements related to the KB Village program, several efforts that can be made by the sub-district government deserve attention in following up on the program, including:

1. The sub-district government (Camat) should be able to determine leadership methods or techniques in carrying out its duties related to efforts to support the KB Village program more specifically on increasing the economic income of the

community in the sub-district area it leads.

2. Improving various sub-district facilities that can be used as a medium for achieving the KB Village program.

The leadership technique of a sub-district head in achieving the KB Village program is essentially a form of responsibility for the success of a fair and equitable national development program to remote areas including in the sub-district area even in remote settlements and villages. Likewise, the role and active participation of sub-district government elements is a measure of the seriousness of the sub-district government in minimizing poverty in villages or sub-districts in the sub-district area such as social development including economic development of the people who inhabit the sub-district area according to the joint expectations of the government and the community.

From the explanation above, it must be understood that the active role of the sub-district government, in this case a Camat, is the most responsible figure for the course of development in the sub-district including realizing the KB Village program which is a central government program in the welfare of the community starting from the family environment and community life. Therefore, the leadership technique and active role of a sub-district head in mobilizing all sub-district officials and empowering all elements of the village community in the sub-district area he leads is very necessary. Effective cooperation between the sub-district government and all related elements is considered to facilitate the tasks and responsibilities to achieve the objectives of the KB Village program.

LITERATURE REVIEW

Kirmadi (2021: 1) writes about leadership techniques, namely a method used by a leader to influence his subordinates or the people he leads so that they can be directed towards achieving organizational goals.

Andi (2023: 1) suggests that leadership techniques are a way that is a fixed pattern to

influence people to move in the direction that a leader wants. There are several leadership techniques including:

1. Maturation or follower preparation techniques.

This technique can be in the form of lighting and propaganda techniques. This lighting technique aims to provide clear and factual information to people so as to create a willingness to follow their leaders according to their feelings, hearts and minds.

2. Human relations techniques.

It is a process of motivating people in this case providing encouragement so that people want to move to fulfill physical needs in the form of clothing, food and shelter as well as psychological needs such as the need for appreciation, security and the need to be included and so on.

3. Persuasive and command techniques.

This technique shows an atmosphere where there are no clear boundaries between the position of leaders and subordinates, so that leaders do not use their strength and power.

In addition to the above leadership techniques there are several other leadership techniques, namely:

1. Facility provision techniques.

In this technique, it can take the form of giving gifts in the form of opportunities to participate in education and training in order to form skills and improve the abilities and skills of subordinates or people who are led.

2. Techniques for using a suitable communication system.

The activity of a leader is inseparable from the communication that is carried out so the leader needs to communicate well, namely reciprocal communication between the leader and the leader. In the communication process, a leader should pay attention to the language used by considering the background of the life of subordinates or people who are led, the difference in the position of the leader, and the tools used in communication.

3. The need for recognition technique.

Techniques can be carried out through giving awards in the form of congratulations, certificates or service marks to subordinates who are considered outstanding as well as individuals and communities who take an active role in assisting the leadership process carried out by a leader to realize organizational goals.

MATERIALS & METHODS

For this research on the impact of the KB Village program and the role of sub-district leadership, a carefully selected sample comprising key stakeholders has been identified. This sample includes government officials at the sub-district level, such as the Camat, community leaders, and direct beneficiaries of the KB Village program from various remote villages within the targeted sub-districts. The chosen method for gathering in-depth insights from these stakeholders is through qualitative interviews. The interview process involves designing open-ended questions to explore participants' perspectives, experiences, and perceptions regarding the KB Village program and the effectiveness of sub-district leadership in facilitating its success. Interviews will be conducted with government officials to understand the planning and implementation aspects, community leaders to capture grassroots insights, and program beneficiaries to assess the tangible impact on their lives. The process will prioritize ethical considerations, including obtaining informed consent, maintaining participant confidentiality, and ensuring a respectful and culturally sensitive approach throughout the interview interactions. This triangulation of perspectives aims to provide a comprehensive understanding of the program's dynamics and the leadership role in shaping its outcomes.

RESULT

In persuading audiences, the combination of three metafunctions and music or audio is necessary to build an engaging story for the

consumer. It is applied in Avoskin beauty advertisements. Therefore, this part describes the finding of the advertisement. Kress and van Leeuwen's (2006) and Halliday's (2014) theories were used in this analysis.

Suawah (2013: 2) describes the Camat as a figure who leads heads and guides an area in which there are several villages and sub-districts. The Camat is also interpreted as a government organizer as one of his duties is to carry out development in the sub-district area.

As a leader who is responsible for government and development activities in the sub-district area, the Camat has obligations that must be carried out as described by Anna (2022: 2) as follows:

1. Conduct annual work program development with all sub-district officials.
2. Provide adequate supporting facilities around the sub-district environment.
3. Obligated and responsible for developing human resources and natural resources within the sub-district.
4. Obligated and responsible for all forms of activities within the sub-district.
5. Responsible for financial management within the sub-district.
6. Obligated to maintain public peace in their work environment and the community.
7. Cooperate with the village government.
8. Coordinate the maintenance of public facilities and infrastructure.

Related to the Obligations of the Sub-District Head is interpreted as an individual who is obliged to carry out tasks in general government affairs and gets delegation of affairs from the Regent/Mayor in the context of effectiveness and efficiency of government implementation, public services, and community empowerment as mandated in applicable regulations. The size of the sub-district authority depends on the delegation of authority given by the Regent or Mayor (Syamsuar:2023).

District Concept

A sub-district is an administrative division of Indonesia under a regency or city. The sub-

district area is led by a Camat and is divided into several administrative villages and sub-districts and has a sub-district Regional Apparatus Unit (SKPD) in a certain working area.

Sub-districts have a role as facilitators of village or *kelurahan* governments, namely fostering and helping village and *kelurahan* governments run their governments and providing solutions to problems faced by village or *kelurahan* governments. (Rahmatullah and Zaini, 2021: 5)

In addition to the previous opinion, Timpal et al, 2021: 4 wrote that the sub-district is a line office of the local government that is directly dealing with the community and has the task of fostering villages and sub-districts. Sub-district can also be interpreted as an organization that lives and serves the lives of the community following applicable regulations.

The District organization has a structure consisting of one Secretary, at most five Sections and the Secretariat oversees at most three subsections. The sub-district organizational structure at least includes a Governance section, a Community and Village Empowerment section, and a Public Order and Tranquility section.

Looking at the concept of a Sub-district can lead to an understanding of a District, which is a place bound by state regulations headed by an area head and authorized to carry out the duties and functions attached to the position of an area head who is appointed by the Regent or Mayor.

Concept of KB Village

Family Quality Village abbreviated as KB Village is defined as an area unit at the village level where there is integration and convergence of the implementation of empowerment and strengthening of family institutions in all its dimensions to improve the quality of human resources, families, and communities. As a universal approach and to improve the quality of human resources and optimize the implementation of empowerment to strengthen family institutions, it is necessary to encourage the

implementation of Quality Family Villages in every village in the district area.

KB Village is one of the government programs in overcoming population, especially in areas that are rarely seen by the government. KB villages in the future will become an icon of the Population, Family Planning and Family Development (KKBPK) program.

The existence of KB Village aims to improve the quality of life of people at the village level or equivalent through the KKBPK program and other sector development to realize a small quality family. KB villages are a form of implementing the priority agenda. In addition, the KB Village program aims to increase the participation of the government including the sub-district head, non-governmental organizations and the private sector in facilitating, assisting, and fostering the community to carry out the KKBPK program and related sector development including the economic sector, as well as to increase public awareness about population-based development. Three main things are taken into consideration as a condition for the establishment of a KB Village in an area, namely: (1) the availability of accurate population data, (2) local government support and commitment (3) active community participation. The KB Village Program has target activities which are objects in the implementation of operational activities in the KB Village in addition to families of couples of childbearing age (PUS), elderly and adolescents as well as families who have toddlers, families who have teenagers, and families who have elderly. While the sectoral targets are adjusted to their respective fields of work, the implementers are the village head/*lurah*, related sector field officers, RW heads, RT heads, related sector field officers, TP PKK, rural community institution cadres, PPKBD and sub-PPKBD, community leaders, traditional leaders, religious leaders, youth leaders and other development cadres. More clearly, the KB Village program is designed as an effort to ground, reappoint,

revitalize the KKBPK program, in order to bring access to services to families and communities to actualize and affiliate the eight family functions as a whole in the community. Activities carried out in KB Village are not only identical to the use and installation of contraceptives, but are an integrated development program and integrated with various other development programs. KB villages are used as a vehicle for community empowerment through various programs that lead to efforts to change attitudes, behaviors, and ways of thinking (*mindset*) of the community towards a better direction so that villages that previously did not have activities could join existing farmer groups, families who previously did not have a business could join the existing UPPKS members. The KB Village Program is one of them used as an effort to alleviate poverty. The development of a prosperous family is identical to poverty alleviation because the goal is the same, namely increasing the health status of individuals, families, and communities. In simple terms, a family will be prosperous if its burden is not heavy, its economy is strong and its resilience is stable. The Family Development Program accumulates four main programs, namely: maturing the age of marriage, birth control, utilization of family resilience and economic empowerment are part of poverty alleviation and economic improvement in rural communities. The KB Village program provides an understanding to the people who live in the sub-district area, that economic stability and improvement do not always have to be high, but are more likely to be balanced between expenses not exceeding income and trying to explore economic resources both individually, family and in a group environment so as to achieve the low dependency burden that often occurs in the community.

Sub-district Head Techniques in Realizing the Success of the KB Village Program on Increasing Community Income and Economy

The role of the Camat in realizing the success of the KB Village program can be done by grounding the total program in the community environment which is tailored to the needs and conditions of each region, as well as providing direction and guidance for those responsible and managers of the KB Village program at the Village and Sub-district levels in carrying out movements in their work areas to accelerate the achievement of the KB Village program output indicators. From several explanations of the concepts of Camat, District, and Leadership Techniques, the author can describe in general that to support the KB Village program, a Camat can carry out leadership techniques in the success of the KB Village program as follows:

1. A sub-district head should be able to generate work enthusiasm for subordinates or the people he leads so that organizational goals are easily achieved. This can be interpreted as a form of motivation shown by a leader and has a positive impact on the leader, Snow (2023) says leaders play an important role in supporting employee performance and fighting spirit for the people they lead. Strong motivation has implications for the persistence of the people being led so that they change for the better. The motivation of a sub-district head as a driver, stimulus, influence, and encourager or fostering motivation to the local community or encouraging other individuals in such a way, so that they take action to carry out something positive so that what is expected can be more developed and one day can support the community's economy. This can be realized with the existence of trainings including those carried out through the KB Village program as an effort to improve the knowledge, attitudes, skills, and behavior of the community and sub-district government officials so that they can empower and build themselves and the environment independently. A Camat as a motivator will motivate residents of villages or sub-districts in the sub-district area that he leads to play an active role in

village development or other matters related to development, especially in his residence.

2. The availability of digital media, comfortable rooms, parks in the office yard, and followed by skilled and disciplined apparatus are facilities that greatly support work activities. The availability of facilities more specifically on the number and quality of the apparatus is considered to have a major impact on the success of the organization including in the sub-district area as a public servant.

In an article written by Amin 2020:14, it is stated that the quality of apparatus skills reflected in the professionalism of the apparatus at work can facilitate service to the community.

The service is related to the KB Village program as an effort to improve the economy and welfare of remote communities.

In this case, the professional Camat can also act as a facilitator to provide guidance, and direction to both the sub-district apparatus and the village or *kelurahan* apparatus related to their duties in the success of the KB Village program. Similarly, enlightenment from a Camat is considered capable of arousing the community's enthusiastic attitude towards the active role of the community in the KB Village program. The Camat should also be able to convince the community that the KB Village program will influence improving the economy and welfare of the community, especially people living in remote settlements.

3. The sub-district head becomes the driving force of development in the area he leads through leadership techniques that mobilize all human resources or the people he leads. In this technique, a sub-district head becomes a mobilizer in organizing government and community development.

The sub-district head as a mobilizer means that the sub-district head is a leader in the sub-district area who is responsible for fostering and developing community self-help and all related elements to be involved

in the sub-district development program and the development of all villages in the sub-district area. (Armansyah and Yuritanto 2022)

DISCUSSION

The sub-district head directs or mobilizes all elements of the community to do something related to development to meet common needs. The sub-district head mobilizes and invites the community to work together to develop the village, *kelurahan*, or sub-district area where they live so that it can be useful for the people who live in the village or area in question.

In addition to the leadership techniques previously described by a Camat in developing the sub-district area, other leadership techniques that can be applied by a Camat in supporting the KB Village program are as follows:

1) Cultivating Social Awareness

Social awareness is an understanding and appreciation of social issues, the ability to empathize, and a commitment to play an active role in society. (Magdalena, 2023).

Regarding efforts to foster social awareness, the first step taken by a sub-district head in the success of the KB Village program related to income improvement and community economic improvement is to raise awareness to all sub-district government officials and all components of the community of the importance of the KB Village program and its benefits for improving community welfare. As a government in the sub-district area, it is necessary to change the mindset and behavior of the village and *kelurahan* communities in the region about the importance of government programs following the KB Village program for the community, the importance of maintaining a clean and healthy living environment for the realization of community health status and the impact of education on the development of rural community welfare.

In the sense that if the KB Village program can be implemented well with all related

elements, the degree of quality community life is easier to achieve.

The awareness stage should be built by mapping the problems faced in supporting the KB Village program and communicating the obstacles faced with all interested *stakeholders* to find the best solution so that the KB Village program in each village in each sub-district area can run according to mutual expectations.

2) Analysis

Analyzing something in leadership activities serves to gain a more detailed understanding of things that have not been known before. This understanding will be explained to the public so that they benefit from the results of the analysis. In addition, analysis is carried out to help determine decision-making based on conjectures, theories, or predictions that arise from something that is understood (Sitanggang, 2022).

Running leadership and governance activities, and analyzing activities is important so that the completion of tasks and responsibilities will be realized according to the expected results.

Analyzing the various obstacles to the success of the KB Village program is important. Analyzing the causes and impacts of bad habits that occur in the village community. By conducting an in-depth analysis or exploration of the mindset, behavior and conditions of the community, it can help the Camat in supporting various KB Village programs for the benefit of the community.

3) Persistence in facing challenges

The seriousness of a leader can be seen from perseverance which includes the desire to get the job done, initiative, tenacity, dominance and high desire. Leaders including the Sub-District Head who are serious about carrying out leadership responsibilities are willing to encourage themselves to always be proactive in facing challenges. (Nursalim, et al 2023: 5)

Realizing the importance of the KB Village program, especially in improving economic

income and community welfare, requires a Camat to try to continuously focus on development programs, in this case the KB Village program for the common good. This step reaffirms what rights a Camat needs to do in empowering all communities, and elements related to the KB Village program to jointly play a role and actively participate in the implementation of the program.

4) Strategy

Sihombing (2023: says, strategies in leadership are tips for a leader to develop communication policies, hold meetings among leaders and their members or hold meetings with the people they lead. (Sihombing, et al 2023: 5)

This technique can be carried out by a Camat in taking a role to support the success of the KB Village program, namely determining the right strategy to support the leadership techniques that are carried out. The strategies in question include: how to enlighten the community with language that is easy to understand through the cultural approach that applies in the village and sub-district area, establish communication with officers who have been appointed in running the KB Village program, coordinate with superiors related to the programs in question and apply other strategies that are considered suitable and appropriate for achieving the success of the KB Village program.

5) Evaluation

Evaluation is a field of activity that embraces new approaches to assessing organizations, policies and programs in complex environments. Through evaluation, the value and effectiveness of work processes, outcomes and experiences can be explored, and data and information must be systematically and methodically collected, sorted and assessed.

Evaluation is important so that what has been carried out by the sub-district government (Camat) can be seen clearly, such as what work programs have been successfully carried out or work programs that have not been completed. Evaluation in leadership

techniques can provide a description of how much the public service process provided by the organization is in accordance with the work plan.

As the person most responsible for realizing development in the sub-district area, a Camat should evaluate development programs in villages and sub-districts in the sub-district area he leads. Likewise, the KB Village program, which is intended for the development of the welfare of remote village communities, does not escape the evaluation of a Camat. Evaluation can be carried out, for example, to see how much success has been obtained, the supporting and inhibiting factors of the KB Village program and so on. Through the leadership techniques carried out by the Camat as discussed earlier for the realization of rural community welfare through the KB Village program can have a major impact and contribution to the mindset and behavior of the community. If the program to improve the welfare of rural communities through the implementation of KB Village runs optimally, it is believed that it can change people's lives for the better. The point is that if the mindset and behavior of the community are aware of the benefits of the KB Village program, the program can be considered as one of the media to obtain better economic income and improve community welfare. Increased and adequate economic income can be achieved if the quality of the community is maintained both in terms of education and health. If people are smart and live healthy lives, they can automatically fulfill their various needs, starting from a happy and prosperous small family environment.

CONCLUSION

Based on the results of the previous description, it can be concluded that the realization of the success of the KB Village program specifically for rural communities is inseparable from the leadership techniques of the Camat. As the government responsible for development in the sub-district area, the Camat should communicate all matters related to development to all communities.

Likewise, about the implementation of the KB Village program in the village and maintaining siltaurrahim and effective cooperation with stakeholders related to the KB Village program. In addition, it is also important for a Camat together with all government officials and the community to improve sub-district facilities and infrastructure to facilitate the implementation of development programs including the KB Village program. Likewise, for a Camat to always be creative and innovative in developing the sub-district area, prioritizing the improvement of the welfare of the sub-district community he leads by creating conducive community environmental conditions. The seriousness of a sub-district head who plays an active role in running the KB Village program starts from building the mindset and behavior of all components in the sub-district area so that all development programs provided to rural communities in the sub-district area he leads can be absorbed properly so that they can improve the quality of life of the community.

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