



AGRARIAN RESOURCES BASED LEADERSHIP TRAINING FOR PUCUNG VILLAGE GOVERNMENT OFFICE STAFF

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ABSTRACT

After having the Masterplan, the Pucung Village Government needs outreach and community awareness activities about important points in the master plan, which are packaged in an activity entitled: "Agrarian Resource-Based Leadership Training for Pucung Village Government Office Staff." This study uses qualitative research methods, with a rationalistic approach. The number of informants was 21 people, who were selected purposively. The data consists of: (1) Primary data, obtained from interviews with informants; (2) Secondary data, in the form of Pucung Village population data. Meanwhile, data analysis was carried out by utilizing Qualitative Analysis Techniques. The results of this study indicate that: First, the activity "Leadership Training Based on Agrarian Resources for Pucung Village Government Office Staff" was carried out based on the idea, that Pucung Village Government Office staff need to understand and support the implementation of the master plan in various development activities; Second, the implementation of the training began with an opening by the moderator, then continued with remarks by the Head of Pucung Village and presentations by resource persons. Furthermore, the training activities were filled with open discussions between the resource persons and the participants, then ended with the closing of the event by the moderator. Third, Pucung Village Government Office staff interpret leadership as a skill or a management function in a person, which is used to influence, motivate, and direct others to do certain things in order to achieve certain goals. the implementation of the training began with an opening by the moderator, then continued with remarks by the Head of Pucung Village and presentations by resource persons. Furthermore, the training activities were filled with open discussions between the resource persons and the participants, then ended with the closing of the event by the moderator.

Keywords: *leadership, master plan, management, motivating, and directing*

1. INTRODUCTION

On June 25 2021, a meeting took place between the STPN Team (National Land College) consisting of Aristiono Nugroho, Sugiasih, and Prastyo Bayu Nugroho with the Pucung Village Government, represented by the Head of Pucung Village (Estu Dwiyo) and the Secretary of Pucung Village (Eko Sujarno). At the meeting it was discovered that the community and Pucung Village Government were very enthusiastic about developing Pucung Village, especially in realizing an independent, peaceful and prosperous Pucung Village; which is contained in the tagline "Pucung Mandara" (Independent, Peaceful, and Prosperous). Furthermore, on November 5 2021, another meeting took place between the STPN (National Land College) Team consisting of Aristiono Nugroho, Prastyo Bayu Nugroho, and Fauzia Aristalindra with the Pucung Village Government, represented by the Head of Pucung Village (Estu Dwiyo) and the Secretary Pucung Village (Eko Sujarno). At the meeting it was discovered that the community and the Pucung Village Government needed the Pucung Village Master Plan.

Then, on November 12 2021, a follow-up meeting took place between the STPN Team (National Land College) consisting of Aristiono Nugroho, I Gusti Nyoman Guntur, Alfons, and

Sugiasih with the Pucung Village Government, represented by the Head of Pucung Village (Estu Dwiyono) and Secretary of Pucung Village (Eko Sujarno). At the meeting it was agreed that the Pucung Village Government would prepare the Pucung Village Masterplan in a participatory manner, which was facilitated and supervised by the STPN Team (consisting of: Aristiono Nugroho and Sugiasih). Nugroho (2023b: 1997) states, that based on the results of the research on making the Pucung Village Master Plan, the following conclusions are obtained: First, the potential of Pucung Village consists of physical and non-physical potential, both of which can be utilized and developed for the realization of community welfare; Second, the process of making the Pucung Village Master Plan includes: (1) facilitation of maps and data from lecturers from the National Land College; (2) providing input from the head of the hamlet and local community leaders regarding their respective hamlet development plans; (3) data collection and input, as well as analysis and preparation of the Pucung Village Master Plan by the Head of Pucung Village and the Secretary of Pucung Village, supervised by a lecturer at the National Land College; Third, the conception of development in the Pucung Village Master Plan, which includes: (1) socio-ecological approach, (2) participatory approach, and (3) input-output approach; Fourth, development zoning in the Pucung Village Master Plan, which includes: (1) development of the North region, (2) development of the middle region, and (3) development of the South region; Fifth, the distribution of activities in the Pucung Village Master Plan, which includes: (1) agriculture, (2) animal husbandry, (3) tourism, and (4) economy.

After having the Masterplan, the Pucung Village Government needs socialization and community awareness activities about important points in the master plan, which are packaged in an activity entitled: "Agrarian Resource-Based Leadership Training for Pucung Village Government Office Staff." This need proves the strong efforts of the community and the Pucung Village Government to achieve self-sufficiency in 2022. At that time the community and the Pucung Village Government were trying their best to build their village, so that it was "Mandara" (Independent, Peaceful, and Prosperous). Meanwhile, Nugroho (2023a: 332) explains that the form of community welfare consists of: First, economic welfare, in the form of community welfare in the economic aspect, namely when the community is able to meet the needs of themselves and their families, which is characterized by adequate income; Second, psychological well-being, in the form of social welfare in the psychological aspect, namely when people are able to be calm and not stressed in facing the dynamics of life. Calm does not mean slow in action, but the expression of someone who thinks clearly and deeply; Third, social welfare, in the form of community welfare in the social aspect, namely when people can interact harmoniously with each other. Interaction is an action that occurs when two or more parties influence or influence each other; Fourth, cultural welfare, in the form of community welfare in the cultural aspect, namely when people are able and have the opportunity to express their attitudes, behavior patterns, and knowledge in the form of traditions, customs, and art.

Finally activities "Leadership Training Based on Agrarian Resources for Pucung Village Government Office Staff" can be carried out on September 1, 2022. This activity was intensively prepared on August 3, 2022, and evaluated on September 8, 2022. Evaluation of the implementation of this activity forms the basis for conducting research, who wants to answer the formulation of the problem, as follows: (1) What is the basis for implementing agrarian resource-based leadership training activities for community leaders and Pucung Village Government Office staff? (2) How is the implementation of these activities? (3) What is the meaning of leadership for Pucung Village Government Office staff?

2. RESEARCH METHOD

2.1. Research Format

The participatory paradigm is the main format of this research, as a form of respect for society. Research is carried out by positioning the researcher and the researcher (the party



being studied) on equal terms or subject-subject relationships, especially in terms of data collection and decision making. Action and reflection are important stages of this research. The researcher participates in the emancipation (liberation) frame, so that the data matches the actual conditions. Research that uses a participatory paradigm has the tagline "research with people" or "research with the community", and is classified as a Qualitative Research Method (Nugroho, 2020:6).

This research is classified as a type of qualitative research, which focuses attention or studies on the uniqueness of existing phenomena, using scientific logic (Nugroho, 2020:52). Meanwhile, the Rationalistic Approach is used in this study, because it is a research approach that is built on Rational Philosophy, which states that knowledge originates from intellectual understanding that can be constructed through the ability to argue logically (Nugroho, 2020:54). Qualitative research with a rationalistic approach in this study provides an opportunity for researchers to obtain qualitative data from informants (Nugroho, 2020:63).

2.2. Research Locations

This research is located in Pucung Village, Girisubo District, Gunung Kidul Regency, which was chosen as the research location, because on September 1 2022 the "Agrarian Resource-Based Leadership Training for Staff of the Pucung Village Government Office" was carried out.

2.3. Operationalization of Research

a. Determination of Informants

Determination of the research subject is carried out by paying attention to the issue or phenomenon being studied (Nugroho, 2020: 57). The subjects of this study consisted of: (1) Pucung Village Head, (2) Pucung Village Secretary, and (3) Pucung Village Government Office staff. In this study, informants were determined by paying attention to the understanding that informants consisted of research subjects who had the opportunity to provide information (Nugroho, 2020: 59). Therefore, the informants in this study were individuals who were able and willing to provide information about the implementation of agrarian resource-based leadership training for community leaders and Pucung Village Office staff.

The number of informants in this study is situational and conditional, because the number of informants is not binding, because this number is determined by considerations of the information needed. If there is no more information needed, extracting information from the next informant can be stopped (Nugroho, 2020:59-61). Even so, this study obtained information from 21 informants, who were selected purposively, so that researchers could obtain information accumulatively from the right people (Nugroho, 2020:61).

b. Research Result Data

Based on the source, the data obtained in this study consisted of primary data and secondary data (Nugroho, 2020:63). Primary data was obtained from interviews with informants, whose substance referred to the interview guide, while secondary data was obtained from public documents, originating from the Girisubo District Government (in the form of population statistics) and from the Pucung Village Government (in the form of village monographs).

c. Data Collection Techniques and Instruments

Primary data collection from informants was carried out using interview techniques, as well as utilizing interview guide instruments and note-taking tools (Nugroho, 2020:65).

Meanwhile, secondary data collection from the Girisubo District Government and the Pucung Village Government was carried out using documentation techniques, as well as using instruments in the form of note-taking devices.

d. Data analysis technique

The research data was analyzed using a Qualitative Analysis Technique, which some methodologists often refer to as "Thematic Analysis", the stages of which are as follows: (1) Preliminary Review of All Data, by carefully collecting data, sourced from informants and supported by secondary data, whose material is relevant to the research question; (2) Data Reduction and Abstraction, by deleting some of the data which, although relevant, is not needed in compiling the abstraction; (3) Compilation of Smallest Information Units, by compiling data abstractions into the smallest units of information that contain meaning and can stand alone. These units of information must have meaning related to the research question, whose existence of meaning does not depend on the existence of other meanings. Precisely, when this meaning is singly expressed, then this meaning can be understood; (4) Classification of the Smallest Information Units, by grouping the smallest information units successfully obtained from research into categories, which are arranged based on the substance related to the research question; (5) Preparation of Propositional Statements, by compiling logical statements, obtained from each category.

This statement (propositional statement) is an answer to a research question, which is at the same time an explanation of the phenomenon being researched (Nugroho, 2020:66-69). by grouping the smallest units of information successfully obtained from the research into categories, which are arranged based on the substance related to the research question; (5) Preparation of Propositional Statements, by compiling logical statements, obtained from each category. This statement (propositional statement) is an answer to a research question, which is at the same time an explanation of the phenomenon being researched (Nugroho, 2020:66-69). by grouping the smallest units of information successfully obtained from the research into categories, which are arranged based on the substance related to the research question; (5) Preparation of Propositional Statements, by compiling logical statements, obtained from each category. This statement (propositional statement) is an answer to a research question, which is at the same time an explanation of the phenomenon being researched (Nugroho, 2020:66-69).

3. RESULTS AND DISCUSSION

3.1. Basic Implementation

The activity "Leadership Training Based on Agrarian Resources for Staff of the Pucung Village Government Office" was held on September 1, 2022 at the Pucung Village Hall in collaboration between the Pucung Village Administration and STPN (National Land College). The Pucung Village Government was enthusiastic about this activity, because it had the opportunity to strengthen the commitment of the training participants for the smooth implementation of tasks. Salim (2018: 103) states that leadership training is very necessary, because it can have a significant influence on increasing the commitment of the trainees. In addition, there was also an increase in the knowledge and understanding of the training participants about leadership, so that this kind of leadership training was declared effective.

Meanwhile, Suharso (2020: 52) stated that leadership training had encouraged the participants to have a strong will to increase their knowledge and understanding of leadership. This can be seen from the enthusiasm of the participants in participating in the activity, and the number of questions asked by the participants in the discussion session. The participants had a great interest and desire to obtain information and gain knowledge about the basis and style of leadership.



In contrast to Salim and Suharso, Hess (2009:7) reveals that motivation can come in various forms. For example, a leader can improve the performance of the people he leads, by recognizing their efforts and rewarding them for their efforts. The attitude of a leader like this can inspire the people he leads, to have higher performance so that they are able to achieve great goals. Therefore, a leader needs to continue to practice and increase responsibility, so that he can make his leadership a learning experience. All these steps can help leaders, to realize their potential and increase their interest in the organization. Thus it is known that Salim (2018:103), Suharso (2020:52), and Hess (2009:7) strongly support leadership training activities, as a means of increasing the capacity of a leader. Meanwhile, the Head of Pucung Village is of the view that all staff of the Pucung Village Government Office are leaders in their respective fields of duty, which are based on agrarian resources. Therefore an activity is needed, "Leadership Training Based on Agrarian Resources for Pucung Village Government Office Staff."

In addition, the activity, "Leadership Training Based on Agrarian Resources for Staff of the Pucung Village Government Office" was carried out based on the following matters: First, Implementation Background: The Pucung Village Government has great concern in advancing the region and its people. Meanwhile, the Pucung Village Government has a Village Masterplan, which they compiled in a participatory manner with supervision and facilitation from STPN lecturers (Aristiono Nugroho and Sugiasih). Furthermore, the village government is of the view that Pucung Village Government Office staff need to understand and support the implementation of the master plan in various development activities. Therefore, it is considered important to provide agrarian-based leadership for the staff of the Pucung Village Government Office. Second, Implementation Objectives: "Leadership Training Based on Agrarian Resources for Pucung Village Government Office Staff" was carried out in collaboration between the Pucung Village Government and STPN, which aims to: (1) provide leadership knowledge and skills to Pucung Village Government Office staff, making it easier for them to manage resources agrarian based on the Pucung Village Master Plan; and (2) assisting the Pucung Village Government in mobilizing and encouraging the staff of the Pucung Village Government Office, so that they are willing to advance the Pucung Village area and community. Third, Implementation Outputs and Outcomes: The output of leadership training activities is in the form of the implementation of training whose materials are as follows: (1) the meaning of leadership and agrarian affairs, (2) the agrarian potential of Pucung Village, (3) leadership competencies, (4) leadership strategies, (5) present and future leadership challenges. Meanwhile, the outcome of the leadership training activities was in the form of the role and contribution of the Pucung Village Government Office staff in advancing the region and society, by utilizing all the agrarian potential (physical and non-physical) in this village.

3.2. Implementation of Training

Agrarian resource-based leadership training for Pucung Village Government Office staff was carried out in the following stages: First, Opening of the Event: The event was opened by the moderator, namely: Agung Nugroho Bimaseno (STPN lecturer), who demonstrated the importance of agrarian resource-based leadership training activities. In addition, he also explained the profile of the resource person (Aristiono Nugroho), starting from the source's academic position on campus, and several scientific papers published by the source. There was also an additional explanation from the moderator in the form of training procedures and rules, as well as the training agenda. Second, Message from the Village Head: When he had the opportunity to give a speech, the Head of Pucung Village, namely: Estu Dwiyono, expressed his gratitude to God Almighty for holding the leadership training activity. He also expressed his gratitude to the moderators, resource persons, and STPN. Therefore, he reminded the

training participants to be serious in participating in the activity, so that they can get optimal benefits from this activity, and have the ability as leaders based on agrarian resources.

Third, Resource Person Presentation: After the Pucung Village Head's speech, the event continued with a presentation from the resource person, namely: Aristiono Nugroho (Associate Professor at STPN). The resource person presented the following discussion material: (1) the meaning of leadership and agrarian affairs, (2) the agrarian potential of Pucung Village, (3) leadership competencies, (4) leadership strategies, (5) present and future leadership challenges. Fourth, Open Discussion: The open discussion begins with the moderator's explanation of the importance of the questions posed by the training participants for the success of the event, especially to clarify things that are not yet clear, and formulate new concepts that can be used together. Finally, the open discussion was carried out in an orderly manner, filled with eight questions from the participants, and the resource persons responded briefly and precisely. In general, the training participants questioned the benefits of agrarian resource-based leadership for themselves, others, and for the progress of Pucung Village.

Fifth, Closing of the Event: The agrarian resource-based leadership training event was finally closed by the moderator, by first giving gifts of books by the resource persons to two training participants, namely: participants who asked the first and second questions. Furthermore, the moderator advised the training participants to use their knowledge for their own benefit, for others, and for the development of Pucung Village.

3.3. The Meaning of Leadership

Delia (2018: 332) states that a leader is a person who proposes goals, which will lead to change. The leader conveys the desire to make positive changes, and the desire to create new things enthusiastically, confidently and according to their competence. The power of a leader's influence is directly proportional to the level of acceptance by his followers. Managers are different from leaders, because managers do the right things as managers, while leaders do the right things as leaders. As is well known, leaders are people who build visions and think long-term, while managers are people who set goals and think short-term. To become a leader, one does not have to serve as a manager first. Meanwhile Ulrich (2013:12) explains, that Effective leaders are judged based on their performance results. Leadership is synonymous with things that a leader can give, as well as actions and things he knows. Meanwhile the results of a person's leadership consist of: First, things that are outside the organization he leads, such as: customer share, investor confidence, community, and reputation). Second, things that are in the organization they lead, such as: employee productivity and organizational capabilities.

In contrast to Delia (2018) and Ulrich (2013), Sharma (2013: 315) states that the path to great leadership consists of: (1) challenging existing processes, by finding processes that are most important and need to increase their impact through necessary repairs; (2) redesigning the vision, by compiling it using inspirational words that can be understood by all members of the organization; (3) provide opportunities for other people (organizational members) to act to solve the problem at hand; (4) modeling the best way to carry out certain activities in accordance with the interests of the organization; and (5) encouraging the hearts of the members of the organization, so that life is more noble because it contributes greatly to the organization. Meanwhile, Pucung Village Government Office staff define leadership as a skill or a management function in a person, which is used to influence, motivate, and direct other people to do certain things in order to achieve certain goals. Apart from that, they also know that leadership has categories, as follows: First, leadership which contains the mental attitude and mindset of a right leader, so that he can motivate everyone who is part of his organization, so that they are willing to give the best contribution they have. ; Second, leadership which contains the attitudes and behavior of a leader, which is able to empower everyone in the organization to support activities, so that greater success can be achieved in the future. Third, leadership which contains the ability of a leader to think strategically, to control the entire



process of activities so that they run smoothly, so that short-term and long-term benefits are realized for the organization. Fourth, leadership which contains the attitudes and behavior of a leader who is able to manage and redesign his organization, to achieve the objectives of the activities being carried out. Fifth, leadership shown by a leader, when overcoming challenges that occur during the process of achieving goals. leadership which contains the attitudes and behavior of a leader who is able to manage and redesign his organization, to achieve the objectives of the activities being carried out. Fifth, leadership shown by a leader, when overcoming challenges that occur during the process of achieving goals. leadership which contains the attitudes and behavior of a leader who is able to manage and redesign his organization, to achieve the objectives of the activities being carried out. Fifth, leadership shown by a leader, when overcoming challenges that occur during the process of achieving goals.

Apart from knowing their own version of the leadership category, staff at the Pucung Village Government Office are also aware of the leadership style category, as follows: First, leadership style which shows the character of a leader when he likes to make decisions by considering all the opinions of members of his organization; Second, a leadership style that shows the character of a leader when he makes big changes to gain progress; Third, a leadership style that shows the character of a leader, when he encourages the improvement of the performance of all team members, through the right job desk. Besides *leadership style*, staff of the Pucung Village Government Office are also of the view that another important thing is leadership skills, which have the following categories: First, leaders who have social skills, in the form of sensitivity to various social conditions, and have the ability to act in accordance with these conditions; Second, leaders who have wisdom, in the form of being open to the perspectives of other people, especially their team members; Third, leaders who have courage, in the form of the ability to deal with unpredictable problems and conditions when carrying out their duties; Fourth, leaders who are able to make decisions, in the form of good abilities in making the right decisions based on various considerations.

Finally Pucung Village Government Office staff are of the view that leadership skills can be built in the following ways: First, practice to be more disciplined, so that you can be consistent and able to complete various tasks and responsibilities; Second, practice to be an inspiration to others, because the leader is a role model for all team members, so that his behavior will be the concern of everyone; Third, keep learning, by studying the conditions and things that happen at work, so you will get a lot of experience; Fourth, practicing to empower all team members, by dividing tasks fairly or proportionally; Fifth, practice self-knowledge, so that you are able to take advantage of your own potential to achieve your goals; Sixth, practice to dare to admit mistakes, in order to improve yourself,

4. CONCLUSION

1. "Leadership Training Based on Agrarian Resources for Staff of the Pucung Village Government Office" was held on September 1, 2022 at the Pucung Village Hall in collaboration between the Pucung Village Administration and STPN (National Land College). This activity was carried out based on the premise that the staff of the Pucung Village Government Office needed to understand and support the implementation of the master plan in various development activities. Therefore, it is considered important to provide agrarian-based leadership for the staff of the Pucung Village Government Office.
2. The implementation of the training began with an opening by the moderator, then continued with remarks by the Head of Pucung Village and presentations by resource persons. Furthermore, the training activities were filled with open discussions between the resource persons and the participants, then ended with the closing of the event by the moderator.

3. Pucung Village Government Office staff interpret leadership as a skill or a management function in a person, which is used to influence, motivate, and direct others to do certain things in order to achieve certain goals. All Pucung Village Government Office staff need leadership abilities and skills, which consist of leadership style and leadership skills, which can be formed and developed with the facilitation of various parties.

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