

Comparison of Leadership Style of the Performance of Youth Organizations in Penjor Village, Tulungagung Regency

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Abstract:

The Youth Organization has an important role in helping to succeed in village development. However, the existence of Karang Taruna is often considered less significant in contributing to the village. Several obstacles to the leadership of the Penjor Village Youth Organization, Tulungagung Regency for the 2018-2023 period face problems related to the lack of transparency in decision-making and program management, which has an impact on low trust and participation of members. The change in the leadership of Karang Taruna for the 2024-2029 period shows performance improvement using a more participatory and effective approach, so as to be able to increase member involvement and performance in the organization as a whole. This study aims to compare the leadership style of the Penjor Village Youth Organization in the 2018-2023 and 2024-2029 periods and analyze its impact on organizational performance. This study uses a descriptive qualitative research methodology to explore the meaning of the dynamics of leadership style in the Penjor village Youth Organization organization and its impact on the performance and participation of members. The results of the study were analyzed using the Likert behavioral leadership model and found that in the 2018-2023 period, the Penjor village Youth Organization was led with an authoritarian and semi-soft style that made one-way communication, minimal transparency, and low member participation so that the organization ran rigidly and less effectively. In 2024-2029, leadership will change to consultative and participative, where members are more involved in decision-making and program planning in an open and transparent manner. This change increases the sense of belonging of members, harmonious communication, and trust in management, so that Karang Taruna becomes a more solid, active, and real contribution to village development.

Keywords: Leadership, Youth Organization

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Introduction

Youth and women have an important role as the next generation of the nation. Their presence is seen as strategic in supporting the development process. Therefore, a forum in the form of an organization is needed that allows them to contribute significantly (Fathor AS, 2021). The youth organization was formed as a means for the younger generation to channel their aspirations and participation, especially in fostering social awareness and concern to the wider community. The main goal is to encourage increased prosperity for youth in the village (Solihah, 2021). As is the case with the Youth Organization in Penjor village, it is a forum for village youth to play an active role in building the surrounding environment. Through this organization, the younger generation can participate in various social, cultural, and support village development. Karang Taruna is a medium for young people to channel their ideas and creativity, as well as help the village government in efforts to improve the welfare of the community. The activities are also diverse, ranging from PHBN, commemoration of students' day to social actions to help residents in need. Overall, Karang Taruna is present as a place to learn, organize, and make a real contribution to the progress of Penjor village.

Karang Taruna is one of the officially recognized social institutions. Referring to Article 1 number 14 of Permendagri Number 5 of 2007 concerning the governance of social institutions, Karang Taruna is an organization that has a function as a place for youth development, born from the awareness and social responsibility of the community. This organization grows from, by, and for the community, especially youth in rural environments. With the main focus on social welfare, as well as receiving direct guidance from the Ministry of Social Affairs (Infokum & Binbangkum, 2007). This organization plays an important role in shaping character and fostering a leadership spirit among the younger generation. Through various social and religious activities, Karang Taruna helps to grow the younger generation who have social care and good moral values (Risti, 2024). Based on Permensos Number 25 of 2019, it states that Karang Taruna is an organization whose formation is carried out by the community as a means for youth to learn, develop and contribute voluntarily. This organization develops based on the social concern and commitment of, by, and for the youth, with the main goal of helping to realize social welfare in the community (Village, 2025). In Article 1 Number 1 of the 2010 Permensos Number 77/HUK concerning the Basic Guidelines of the Youth Organization, it is stated that the Youth Organization is a social organization that is located at the village level or the lowest government unit in the Indonesian legal system (Pramesti, 2014).

Leadership has a crucial role in determining the success of an organization. A leader is required to have the ability to assess the situation effectively to make the right decisions and be able to meet the expectations of members. In addition, leaders also need to maintain the spirit and involvement of members in supporting the progress of the organization. For this reason, a leader must be able to regulate, guide, motivate, give direction, and be an inspiration for members so that organizational goals can be achieved in line with the views and goals that have been formulated. Leadership style is the style or strategy of a leader in carrying out his role in guiding and directing his members. A leader needs to be able to adapt his leadership strategy to existing conditions and situations, in order to be able to building a sense of responsibility, trust, and comfort for each individual in the organization, so that common goals can be achieved properly. In addition, the ability to communicate effectively is also very necessary to create an atmosphere of togetherness and kinship in the organization (Ni Luh Sri Kasih & Mesya,

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2023). Leadership in the Youth Organization in Penjor village plays a crucial role as a driving tool so that the organization continues to be active and provides real benefits to the community. A good leader is able to direct his members to work together, unite ideas, and carry out programs that are appropriate to the needs of the villagers. A youth organization leader must be an example in terms of attitude, responsibility, and communication skills in order to be able to build trust, both within the organization and in the community. The success of Karang Taruna in contributing to village development, both in the social, cultural, and economic fields, also depends heavily on the quality of its leadership. Without solid leadership, Karang Taruna will only be an organization that runs in a formality without having a positive impact on the village.

In line with that, Karang Taruna often faces various challenges that affect the effectiveness and continuity of the roles in it. An enthusiastic attitude has a great influence on increasing productivity, performance, and member involvement in various activities (Rohmadilah et al., 2025). However, Karang Taruna often faces challenges in the form of declining member morale over time. Usually, the main problem that is often faced is the low active participation of members due to the lack of two-way communication due to the lack of involvement of members in the delivery of ideas or in decision-making, as well as lack of awareness of their potential. The incident occurred during the leadership of the Youth Organization in the previous Penjor village, starting from a lack of transparency in the management of the organization. The first Chairman of the Youth Organization was considered to be less open, both in terms of the delivery of work programs and the management of activity funds. As a result, member participation decreases, public trust in the organization weakens, and planned programs do not run optimally. The lack of activity reports also makes it difficult for members to assess the extent of the organization's contribution to the village. But after a change of leadership, the situation began to change. The new Chairman of the Youth Organization implements a more open and transparent leadership system. Each program is designed in conjunction with the involvement of members and financial statements are always presented clearly. This has a positive impact on the spirit of members who are growing again, as well as increasing public trust in Karang Taruna. Organizational activities run smoother and on target. In general, when compared to the leadership of the old chairman, it tends to be closed, less communicative, and does not provide a wide space for participation. Meanwhile, the new chairman's leadership prioritizes openness, involves members in decision-making, and has a commitment to run the program in a more accountable and directed manner. This change of leadership has a positive impact on the development of the Penjor village Youth Organization.

The area that is the topic of discussion is a highland located in Penjor village, this is one of the villages that stands in the Tulungagung regency area. In Sanskrit, the word "village" starts from the word *dhesi* which means place of birth, while in English it is interpreted as "village" meaning "a group of house or shops in a country area, smaller than a town". In general, a village is an institution that is legally authorized to regulate its own internal tasks in accordance with the background and customary values that apply in the state administrative system, and is located within the administrative area of the district (Hasan et al., 2016).

In this discussion, the author uses the Likert leadership model, because it provides a clear and systematic picture of the stages of development of leadership styles in an organization. The four styles in this model *Exploitative-Authoritative*, *Benevolent-Authoritative*, *Consultative*, and *Participatory* (Arif, 2014) represent the level from

authoritarian to participatory leadership. It is particularly relevant to analyze the dynamics of leadership in the Penjor village Youth Organization, especially as the organization is undergoing a change in leadership style from a closed pattern, to a more open and *participatory* pattern. Using the Likert model, we can evaluate the transition process gradually. Each style describes a real condition that has been or is occurring. So, using the Likert leadership model provides a coherent and comprehensive framework of thinking, starting from recognizing problems, understanding the causes, finding solutions in the form of leadership styles that best suit the needs of the Karang Taruna organization. The leadership model is the foundation chosen by the author in this study, where the article analyses related to Comparison of Leadership Style to the Performance of Youth Organizations in Penjor Village, Tulungagung Regency.

Methodology

According to Bogdan and Taylor (1982) cited (Abdussamad, 2021), research with a qualitative method is a method that produces descriptive descriptions in the form of writings and speeches from people as well as identifiable responses, with a comprehensive approach to the individual and the situation in which the research takes place.

The qualitative method focuses on direct observation and deepening of the existing reality. The researcher utilizes primary data collected from observations and interview sessions with the leaders of the Youth Organization in Penjor village. Meanwhile, the secondary data is in the form of documentation of Karang Taruna activities held at certain times. In this study, the author describes the problem and analyzes it thoroughly, as well as getting an overview related to the low participation of members in efforts to develop the organization of the Youth Organization in Penjor Village.

Result and discussion

Comparison of the Implementation of Policies/Leadership Activities of the Chairman of the Penjor Village Youth Organization for the 2018-2023 and 2024-2029 Periods

The Penjor village Youth Organization experienced a significant difference in conditions between the leadership of the 2018-2023 period and the 2023-2028 period. In the long period, the leadership that runs is considered less than optimal, this can be seen from the lack of realized work programs and the lack of transparency in the management of organizational funds. The activities carried out often only involve a few members, so that the cohesiveness and participation of the village community is lacking. In addition, communication between members also seems closed and less coordinated.

In contrast to the new period, where Karang Taruna is led by a chairman who is wise, open, and has good competence in managing the organization. This new leadership is able to build good communication between members, prioritize deliberation, and

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involve all elements of village youth in various activities. Transparency in budget management is also a priority, so that members and the community trust in Karang Cadets are increasing. This condition makes the Penjor village Youth Organization more active, solid, and able to carry out programs that are beneficial to the community.

Table 1
Implementation of Policies/Leadership Activities of the Chairman of the Penjor Village Youth Organization for the 2018-2023 and 2024-2029 Periods

Yes	Policy/ Activities	Chairman 2018 - 2023	Chairman 2024 – 2029	Ket.
1.	PHBN (National Holiday Commemoration)	1. Planning of activities is immature. 2. Lack of coordination and communication between management and members. 3. Less able to mobilize member participation. 4. Budget transparency is less detailed. 5. There is no evaluation or feedback.	1. Plan activities by identifying needs and measuring capabilities. 2. Hold deliberations to agree on each policy/activity. 3. Provide encouragement for member participation to increase. 4. In the use of funds, it is always detailed, clear and accountable. 5. Always evaluate after carrying out activities, and accept criticism/suggestions.	For leadership in the 2018-2023 is considered ineffective. Meanwhile, the 2024-2029 leadership can show positive changes.
2.	PHBI (Commemoration of Islamic Holidays)	1. Lack of coordination between management. 2. Less the enthusiasm of Karang Taruna members to get involved. 3. Lack innovation in the implementation of activities.	1. Coordination between administrators runs well and effectively. 2. Members of the Youth Organization are enthusiastic and actively involved in activities. 3. The implementation of activities is complemented by creative innovations.	Karang Taruna faces various challenges in PHBI activities, such as lack of coordination, low member participation, and Lack of

				innovation.
		4. The format of the event is monotonous and less appealing to the younger generation. 5. No utilizing social media or technology for event publication.	4. The format of the event is engaging, interactive, and relevant to the younger generation. 5. Social media and technology are optimally utilized for event publication.	On the other hand, an effective Youth Organization is characterized by good coordination, active participation, creative activities, interesting events and the use of social media technology to support the success of the event.

Analysis of the Leadership of the Chairman of the Penjor Village Youth Organization

The difference in the condition of the Penjor village Youth Organization between the leadership of the 2018-2023 period and the 2024-2029 period can be analyzed using the Likert theory of 4 leadership styles, namely:

1. *Exploitative-Authoritative* (Authoritarian Leadership Style)

In the 2018-2023 Penjor village Youth Organization leadership period, the leadership pattern applied is more likely to use an authoritarian style. In practice, many important organizational decisions are taken unilaterally by the chairman and the core management without involving or considering the opinions of other members. The communication pattern that occurs is one-way, where members only

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receive orders without having space to provide suggestions or input. This makes members feel that they do not have a meaningful role in the organization, so their participation rate decreases drastically. In addition, the lack of transparency in financial management and work programs causes members' trust in management to begin to waver. As a result, Karang Taruna activities are not running optimally, the relationship between members becomes tenuous, and the organization is more like a mere formality without any impact felt by the wider community.

2. *Benevolent-Authoritative* (Semi-Soft Leadership Style)

In addition to being predominantly authoritarian, leadership in the 2018-2023 period also shows a tendency to be semi-authoritarian or semi-soft. This means that even though there is little room for members to express their aspirations or input, the final decision is still dominated by the core management. Some input from members is indeed heard, but it is rarely the main consideration in the formulation of organizational decisions. The deliberation process carried out is only a formality, without really actively involving members in the decision-making process. As a result, the atmosphere in the organization is unhealthy, members feel undervalued, and trust in the management does not fully grow. This attitude gradually causes members to become less enthusiastic to be actively involved in organizational activities.

3. *Consultative*

In the 2024-2029 Penjor village Youth Organization management period, positive changes began to be seen with the application of a consultative leadership style. The new chairman has begun to implement a two-way communication pattern, where every policy and work program is designed through a joint deliberation process between the management and members. Each member is given the opportunity to convey ideas, ideas, as well as criticism and suggestions for the progress of the organization. With this approach, the relationship between members is more harmonious because they feel heard and appreciated.

The involvement of members in the program planning process makes them have a sense of belonging to the organization, so that enthusiasm in participating in activities increases. Although the final decision remains in the hands of the management, input from members begins to become one of the main considerations in every policy taken.

4. *Participative*

The leadership style applied in this new period is also starting to develop in a *participatory* direction. In this leadership pattern, all members of the Youth Organization have an equal position in terms of providing opinions, compiling programs, and implementing activities. The management is no longer dominant, but functions as a facilitator who supports the realization of creative ideas from all members. Transparency in terms of the management of organizational funds is also a major concern, so that members' trust in management is increasing. Communication that is built is open, free, and full of a sense of family. Each program is designed from the needs of the village community, so that the benefits can be directly felt by the community. With the application of this *participatory* style, the Penjor village Youth Organization is not only a forum for gathering people, but also a driving force for village progress.

The change in leadership style from initially inclined to *authoritarian* to *consultative* and *participatory* has had a major impact on the development of the Penjor village Youth Organization. If previously the organization ran slowly and did not provide real benefits, this Youth Organization began to show its existence as an active, open, and direct youth social group that contributes directly to the progress of the village. The active involvement of all members in every activity promises that Karang Taruna will be more solid, professional, and beneficial to the surrounding community. With a more democratic and transparent leadership style, the Penjor village Youth Organization has great potential to grow and become better in the future.

Conclusion

A comparison of the leadership style of the Penjor village Youth Organization between the 2018-2023 and 2024-2029 periods shows that there have been significant changes that have a direct impact on the dynamics of the organization. Based on the Likert behavioral theory approach, it can be concluded that in the 2018-2023 period, leadership is dominated by *exploitative-authoritative* and *benevolent-authoritative* styles, where decisions are made unilaterally by core management, communication is one-way and member participation is minimal. The lack of transparency and member involvement causes the organization to run slowly, not develop, and lose the trust of its members. In the 2024-2029 period, the leadership style has shifted towards *consultative* and *participatory*. Leadership has become more open, democratic, and encourages two-way communication. Each member is actively involved in the process of deliberation, planning, and program implementation so as to foster a sense of belonging and increase participation. Transparency in organizational management is also getting better, which has an impact on increasing trust and cohesiveness of members.

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