

Strengthening Local Leadership Through Training and Mentoring Programs for "KSPPS Nusantara" Management

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Abstract: *The program "Strengthening Local Leadership through Training and Mentoring Programs for KSPPS Nusantara Management" aims to increase the leadership capacity of KSPPS Nusantara administrators in Sawo Dukun Village, Gresik. The focus of this service is strengthening the role of administrators in managing the organization effectively and being responsive to community needs. The subjects of service are the KSPPS Nusantara administrators, totaling 15 people. The methods used include training, mentoring and participatory evaluation. The activity stages include identifying needs, program planning, intensive training, ongoing mentoring, and evaluation of results. This approach is designed to maximize administrator participation in the learning process and implementation of leadership strategies. The results show significant improvements in leadership abilities, organizational management, and active board participation. This program has also succeeded in creating new awareness of the importance of community-based social transformation. These findings support the importance of empowerment programs based on participatory training in encouraging sustainable social change.*

Introduction

Dukun District, Gresik Regency, is an area with significant community-based economic potential. The presence of the Nusantara Sharia Savings and Loans and Financing Cooperative (KSPPS) in this area is one of the driving forces of the community's economy, especially for small and medium enterprises (MSMEs). KSPPS Nusantara plays an important role in providing access to sharia-based finance that supports business development and improves members' welfare. However, in its implementation, the

KSPPS Nusantara management faced a number of challenges, especially in terms of effective and sustainable local leadership.

Initial observation results show that the KSPPS Nusantara management in Sawo Village still needs strengthening in leadership aspects, such as managerial skills, strategic decision making and effective communication. Based on interview data with administrators and members, there are obstacles in managing cooperatives professionally, including in preparing work plans, building relationships between members, and optimizing the potential of local resources. This condition is in line with survey findings which show that 65% of administrators feel less confident in carrying out their leadership roles, while 70% of members hope for training to increase the capacity of cooperative administrators.

In this context, the main issue that is the focus of service is strengthening local leadership for the KSPPS Nusantara management. Strong leadership is needed to ensure cooperatives are able to develop sustainably, increase member trust, and provide a wider positive impact on the regional community. Therefore, the training and mentoring program is designed to provide comprehensive leadership competency training, including leadership theory training based on sharia values, case simulations, and direct assistance in cooperative management. (Mohankumar, 2023).

The selection of this service subject is based on the strategic role of KSPPS Nusantara as a sharia microfinance institution which has great potential in encouraging local economic growth. By strengthening the management's leadership capacity, it is hoped that KSPPS Nusantara will be able to become a more professional, transparent and innovative sharia cooperative model. In addition, a training and mentoring based approach was chosen because it has been proven to be effective in developing applicable leadership skills, as expressed in community leadership literature (syuhada' & Lailaturrohmah, L., 2022)

The aim of this service program is to create positive social change in Sawo Village, especially in the management of sharia cooperatives. The expected social changes include increasing the leadership capacity of management, increasing members' trust in cooperatives, as well as the formation of more innovative and participatory cooperative management patterns. In this way, KSPPS Nusantara can be more optimal in supporting local economic growth and realizing more equitable community welfare (Iswandi, 2021).

Method

This community service program was designed through a process of action planning with the community (community organizing) involving KSPPS Nusantara administrators and cooperative members as target subjects (Jones et al., 2013). The service location is in Sawo Village, Dukun District, Gresik Regency, where KSPPS Nusantara operates. The following are the stages of the planning process and the strategies/methods used:

1. Identification of Problems and Needs (Needs Assessment)(Jones et al., 2013):
 - a. Conduct interviews and focus group discussions (FGD) with KSPPS administrators and members to identify main problems in leadership.
 - b. Collecting quantitative and qualitative data through simple surveys regarding management perceptions of the challenges faced.
2. Program Planning:
 - a. Together with the target subjects, formulate goals for strengthening leadership.
 - a. Develop literature-based training modules on community leadership and sharia values.
 - b. Designing schedules and stages of training and mentoring.
3. Program Implementation:
 - a. Stage 1: Leadership theory training (Leadership Training) which includes leadership concepts based on sharia values, organizational management and effective communication.
 - a. Stage 2: Case simulation to practice strategic decision making and problem solving in a cooperative context.
 - b. Stage 3: Direct assistance through individual mentoring to provide practical direction in cooperative management.
4. Evaluation and Monitoring:
 - a. Conduct qualitative evaluations through in-depth interviews with administrators after the program takes place.
 - b. Using quantitative indicators, such as the level of participation of cooperative members and the results of satisfaction surveys with the management's performance.
5. Follow-up:
 - a. Develop recommendations for further leadership development based on evaluation results.
 - a. Forming a study group (peer group) for administrators for program sustainability.

Service Process Flow Diagram

With this approach, the local leadership strengthening program for KSPPS Nusantara administrators is expected to be able to create sustainable changes both in aspects of cooperative management and strengthening individual capacity (Hamdy, 2022).

Result

The results of this community service program reflect positive dynamics in the training and mentoring process for KSPPS Nusantara administrators in Sawo Village. The following is a description of the results of the activities that have been carried out:

1. Training and Mentoring Process:

- a. Leadership Theory Training. During the training session, administrators are given an in-depth understanding of sharia value-based leadership concepts, organizational management, and strategic decision making. This activity received high enthusiasm from participants, with an attendance rate reaching 95% of the total invitations.
- b. Case Simulation, Management is trained through real case simulations that include challenges in managing cooperatives. This activity helps administrators improve their ability to analyze problems and make decisions effectively.
- c. Individual Mentoring (Nesbitt et al., 2022), The mentoring process is carried out with a personal approach, where the mentor provides direct direction regarding the implementation of strategies that are relevant to the specific needs of the cooperative. The results of mentoring show a significant increase in the management's managerial abilities.

2. Social Changes That Occur:

- a. Emergence of Local Leaders: This program has succeeded in encouraging the emergence of several individuals as new local leaders who are more confident in managing cooperatives and building relationships with members.
- b. Changes in Management Behavior, Management showed an increase in communication skills, preparing more structured work plans, and the ability to build better teamwork.
- c. Awareness of Social Transformation: Cooperative members are starting to have a new awareness of the importance of active participation in supporting cooperative sustainability. This can be seen from the increase in participation in deliberations and cooperative activities by up to 20% compared to the previous period.
- d. Increased Member Trust. Survey results show that the level of member trust in the management increased from 65% to 85% after implementing the program.

3. Long Term Impact:

- a. Formation of study groups (peer groups) among administrators to share experiences and cooperative management strategies.

b. The creation of a more professional and transparent cooperative management system, which is expected to become a model for other cooperatives in the surrounding area.

This program has had a significant impact in supporting social transformation and strengthening local leadership in Sawo Village. With this success, it is hoped that KSPPS Nusantara will be able to continue to contribute to improving the welfare of village communities in a sustainable manner (Guragain et al., 2024).

Discussion

The implementation of the program "Strengthening Local Leadership through Training and Mentoring Programs for KSPPS Nusantara Management" provides in-depth insight into the importance of organizing communities based on local needs. This discussion discusses the results of service, theoretical relevance, and the dynamics of social change that occurred during the program process.

Theoretically, the training and mentoring carried out is based on the concept of transformational leadership which emphasizes individual development to create leaders who are able to bring positive change in their communities (Al-Jubouri, 2023). In this context, KSPPS Nusantara administrators are encouraged to improve their competence through intensive training covering managerial aspects, effective communication and strategic decision making.

The results of this program show significant changes in the way administrators carry out their duties and responsibilities. Previously, administrators tended to work individually with little coordination. However, after training and mentoring, there was an increase in collaboration between members, a more structured division of tasks, and the ability to resolve internal conflicts. This finding is in line with previous research which states that leadership training can increase organizational effectiveness through improving interpersonal and managerial skills (Baron & Agustina, 2017).

In addition, the expected social changes, such as the emergence of collective awareness and strengthening local capacity, have been realized. The KSPPS Nusantara management is now more proactive in developing work programs that are responsive to the needs of their members. For example, they succeeded in designing a sharia-based financing program that was more inclusive, thereby attracting more participation from the community. This reflects that a community-based empowerment process can produce sustainable social transformation (Treija et al., 2023).

From a service perspective, the mentoring process features a participatory approach that actively involves KSPPS administrators at every stage. This strategy refers to a bottom-up approach in community empowerment, where beneficiaries are directly involved in identifying problems and solutions. In this way, the results achieved are more relevant to local needs and have the potential to be widely adopted.

Overall, this discussion shows that the success of this program lies not only in the

implementation of training and mentoring, but also in the application of the principles of empowerment and strong local leadership. With the support of relevant literature, the findings from this service can become a model for other community empowerment programs, especially in the context of sharia microfinance institutions.

Conclusion

The program "Strengthening Local Leadership through Training and Mentoring Programs for KSPPS Nusantara Management" has succeeded in achieving its goal of increasing the leadership capacity of KSPPS Nusantara administrators in Sawo Dukun Village, Gresik. The training and mentoring carried out have resulted in significant changes, both individually and institutionally. Management now shows better abilities in managing the organization, collaborating, and designing programs that are more responsive to the needs of members and the surrounding community.

Theoretically, this success strengthens the view that a community-based empowerment approach, especially through participatory methods, is capable of creating sustainable social transformation. This also supports transformational leadership theory which emphasizes the importance of individual development to achieve broader change in organizations and society.

The recommendations of this program are:

1. Sustainable Development, training and mentoring programs should be made into routine activities to ensure continuous improvement in management capacity.
2. Program Replication, The approach applied in this program can be used as a model to be applied to other sharia microfinance institutions, especially KSPPS.
3. Collaboration with Stakeholders: Collaboration with local governments and related institutions is needed to support strengthening KSPPS institutions, both through funding and supporting policies.

Through these steps, it is hoped that the impact of this community service program will provide long-term benefits for the KSPPS Nusantara management and the community, as well as becoming an example of successful community empowerment in the KSPPS context.

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