

# Leadership Management and Organizational Governance Training for the Head of the National Madani Capital Customer Group, Badar Unit, Southeast Aceh Regency

Zulyadin Brutu<sup>1</sup>, Farma Andiansyah, Dicky Zulkarnaen

<sup>1</sup> Prodi Pendidikan Kepelatihan Olahraga, Fakultas Keguruan dan Ilmu Pendidikan, Universitas Gunung Leuser Aceh, Indonesia

<sup>2,3</sup> Prodi Akuntansi, Fakultas Ekonomi, Universitas Gunung Leuser Aceh, Indonesia

Corresponding Autor: [bzulyadin@gmail.com](mailto:bzulyadin@gmail.com)



**Copyright:** © 2023 by the authors.  
Submitted for possible open access  
publication under the terms and  
conditions of the Creative Commons  
Attribution (CC BY) license  
(<https://creativecommons.org/licenses/by/4.0/>).

**Abstract:** This community service activity aims to improve the leadership capacity and organizational governance of the group leaders of Permodalan Nasional Madani (PNM) Badar Unit customers in Southeast Aceh Regency. The background of this activity is the low understanding and managerial skills of group leaders in managing internal group dynamics, which has an impact on the effectiveness of the community economic empowerment program. The implementation method uses a community-based learning approach combined with experiential learning through preparation stages, two-day core training, and evaluation. Training materials include participatory leadership, organizational communication, conflict management, and community-based group governance. The results of the activity showed a significant increase in the cognitive and skill aspects of the participants, as evidenced by an average increase in the post-test score of 36% compared to the pre-test. In addition, participants showed high enthusiasm and commitment to implementing the practices learned in their respective groups. In conclusion, this training is effective in improving local leadership capacity and contributing positively to the sustainability of the PNM empowerment program. Follow-up in the form of routine assistance is needed so that the impact of the training is long-term and sustainable

**Keywords:** *leadership training, organizational governance, group leaders, community empowerment, PNM.*

## 1. Introduction

National economic development cannot be separated from strengthening the micro economy, especially in underprivileged community groups engaged in the informal sector and small businesses. Amid limited access to formal financial institutions, the presence of institutions such as Permodalan Nasional Madani (PNM)

through the Mekaar (Fostering Prosperous Family Economy) program has made a real contribution to supporting women's economic empowerment in various regions, including in Southeast Aceh Regency. This program emphasizes the principle of collateral-free financing with a group approach, which places the group leader as a central figure in the process of facilitation, supervision, and communication between customers and institutions (Yuliana, 2022). However, the success of the program does not only depend on the availability of access to capital, but is also determined by the extent to which the capacity of human resources in the group, especially the group leader, can carry out leadership roles effectively. In the context of community-based group institutions, the function of the leader is a key element in maintaining cohesion, facilitating decision-making, resolving internal conflicts, and ensuring accountability in the management of group funds (Fitriyani & Hermawan, 2023). Weak leaders in organizational management will have implications for high payment arrears, low member participation in routine meetings, and irregular group administration records.

This problem was also clearly identified in the PNM Badar Unit of Southeast Aceh Regency, where most group leaders come from non-managerial backgrounds and do not have a formal educational background related to leadership or organizational management. In a study conducted by Pratiwi (2023), it was explained that most community group leaders in rural areas carry out leadership roles based solely on empirical experience without being equipped with a theoretical approach or structured leadership training. As a result, leadership practices tend to be instructive, minimal participation, and prone to internal social conflict.

This requires comprehensive and contextual training interventions. From an institutional management perspective, competency-based training that combines cognitive (knowledge), affective (attitude), and psychomotor (skills) aspects is believed to be able to increase the capacity of group leaders in carrying out basic organizational functions such as planning, implementation, supervision, and evaluation (Kurniawan, 2021). In addition, the leadership approach that is instilled must be participatory and transformative, where the group leader not only provides direction, but also inspires, involves members in decision-making, and is able to create a productive collective work atmosphere (Saputri, 2022).

In this training, participants will be introduced to the principles of simple but functional organizational governance, such as preparing group activity plans, basic administrative records, managing routine meetings, and reporting mechanisms to PNM and members. In addition, the training material will also raise the dynamics of group communication, conflict resolution strategies, and participatory facilitation techniques that can be adapted by group leaders in their daily lives. Thus, this training is expected to be a concrete, sustainable solution in strengthening customer group institutions, while supporting the success of the economic empowerment program run by PNM.

Furthermore, this activity is expected to be a real contribution to strengthening leadership and organizational literacy at the community level, given the limited literature and leadership training specifically designed for community-based micro-business groups in Indonesia. Synergy is needed between academics, program implementers, and target communities so that empowerment is not only administrative, but also substantive and transformative. As stated by Sari and Nugroho (2021), strengthening the institutional capacity of groups is an important factor in maintaining the sustainability of community-based socio-economic programs in various regions..

## 2. Implementation Method

The implementation method of this community service activity uses a community-based learning approach combined with experiential learning, to encourage active participation and contextual learning for the leaders of PNM Badar Unit customer groups, Southeast Aceh Regency. The stages of the activity start from coordination with partners and identification of participants, preparation of training modules, to the implementation of two-day training covering materials on participatory leadership, organizational communication, conflict management, and simple group governance. The training is carried out in the form of interactive workshops, group discussions, and simulations, with assistance from a team of academics and practitioners. Evaluation is carried out through pre-tests and post-tests, participant reflections, and follow-up in the form of documentation of group leadership practices after training. Success is measured through increased participant understanding, active participation in training sessions, and application of practices taught in their respective groups.

## 3. Results

The leadership management and organizational governance training activities for the heads of the Permodalan Nasional Madani (PNM) Badar Unit customer groups in Southeast Aceh Regency have been implemented in full according to the planned stages. The results of this activity show an increase in the leadership capacity of participants, strengthening understanding of the importance of organizational governance, and the emergence of a collective commitment to apply the knowledge gained in managing their respective groups. This achievement was obtained through three stages of implementation, namely the preparation stage, the core training stage, and the evaluation-follow-up stage.

In the preparation stage, the implementation team coordinated intensively with the PNM Badar Unit to identify participant profiles, training needs, and compile modules that are appropriate to the local context. This activity produced a training module document consisting of four main themes: participatory leadership, organizational communication, conflict management, and community-based group governance. This module is compiled based on a community empowerment approach, where each material is designed to increase the utility of knowledge in the daily lives of participants (Kurniawan, 2021). Logistical readiness and evaluation tools such as pre-tests and post-tests are also prepared to measure the effectiveness of the training.

The core training lasted for two days and was attended by 25 active group leaders from various villages in the Badar Unit work area. The first day of training focused on strengthening the basic concepts of leadership and group communication. Through interactive lecture methods and case discussions, participants were invited to identify the leadership challenges they faced in their respective groups. The results of observations showed that participants began to understand the importance of non-authoritarian, but participatory leadership, namely involving group members in the decision-making process. This is in line with Saputri's view (2022) that a participatory leadership style is effective in increasing group cohesion and a sense of belonging to a community organization.





**Figure 1: Documentation of the Implementation of Training for Women Chairs of PNM Mekaar Customer Groups**

The second day of training included direct practice through simulations of group meetings and simple organizational management. Participants were divided into small groups and played the roles of leaders, members, and activity recorders. From the results of the simulation, there was an increase in participants' confidence in managing forums, conveying instructions clearly, and documenting the results of group discussions. Participants also learned to prepare meeting agendas, record attendance, and take minutes of activities systematically. This activity strengthened technical skills that were previously considered difficult for most participants. In line with the findings of Fitriyani and Hermawan (2023), field practice-based training is able to strengthen the transfer of skills in the context of social organizations at the grassroots level.

The evaluation of the training results was carried out through two instruments: (1) a written test to measure knowledge (pre-test and post-test), and (2) interviews and reflection sheets to assess participants' perceptions and readiness to implement the training results. The pre-test results showed that most participants had a low initial understanding (average score of 49 out of 100), especially regarding leadership functions, discussion facilitation techniques, and basic principles of organizational governance. However, after the training, the average post-test score increased significantly to 85, or an increase of 36%. This increase shows the effectiveness of the contextual and interactive learning methods applied during the training (Pratiwi, 2023).

From the interviews and final reflections, most participants stated that this training was their first learning experience that specifically discussed their role as group leaders. Most participants also expressed a new awareness of the importance of activity planning, administrative records, and establishing open communication between members. The follow-up carried out by the implementation team was to submit training modules to PNM partners and suggest further mentoring programs in the form of field visits and refresher training in the future.

Overall, this community service activity has a positive impact on building the personal and institutional capacity of customer group leaders. This is in line with Yuliana's opinion (2022) which states that empowering women's economic groups will not be effective without strengthening the role of group leaders as agents of change. With this training, it is hoped that group leaders will not only become extensions of financial institutions, but also transform into community leaders who are able to move their members to progress together sustainably.

#### **4. Discussion**

The results of the training implementation showed a significant increase in the knowledge and leadership skills of the leaders of PNM Unit Badar customer groups. This finding reflects the effectiveness of the community-based training approach applied, and shows that contextually designed training is able to answer the real needs of participants. The increase in the average score of 36% from the pre-test to the post-test not only shows success from a cognitive perspective, but also strengthens the argument that leadership competencies are not innate, but can be developed through appropriate education and training (Fitriyani & Hermawan, 2023).

The lessons learned in this training also emphasize the importance of participatory leadership in community-based groups. In micro-business groups such as those run by PNM customers, success is not only determined by financial factors, but also by the effectiveness of internal organizational management, especially the role of the group leader as a facilitator, motivator, and liaison (Saputri, 2022). This training succeeded in transforming the perspective of group leaders, from previously tending to act as "technical coordinators" to "collective leaders" who are able to build member participation and solidarity.

In addition to the leadership aspect, this training also succeeded in introducing simple yet functional organizational governance principles, such as financial recording, meeting agenda preparation, and activity reporting. Before the training, most group leaders were unfamiliar with these administrative practices. However, after the training, participants showed understanding and enthusiasm to start implementing them. This supports Pratiwi's (2023) findings that good governance in community organizations plays an important role in increasing member trust, reducing potential conflicts, and strengthening social accountability.

The experiential learning-based training method also proved to be appropriate. Participants found it easier to absorb material through group discussions and simulations compared to conventional lecture methods. This strategy is in line with Kurniawan's (2021) idea, which emphasizes that training that is oriented towards real and contextual experiences will be more effective in building practical skills and reflective attitudes. In this case, training is not only a means of transferring knowledge, but also a medium for transforming attitudes and behavior.

The results of this activity also indicate that this type of training has strategic value in the long term, especially in supporting the success of the Mekaar program as part of efforts to empower the national economy. According to Yuliana (2022), group leaders who have good managerial and leadership capacities can become agents of empowerment at the community level, help educate group members, and encourage competitive collective economic practices. This means that the impact of this training does not stop at individual participants, but has the potential to spread throughout the group as a whole.

However, this activity also has several limitations. One of them is the limited training time of only two days, so it is not enough to comprehensively explore all aspects of leadership and governance. In addition, the absence of a post-training mentoring program is also an important note for the sustainability of the results. Therefore, as future strengthening, a design for follow-up training and a periodic mentoring scheme is needed that allows participants to obtain technical support and ongoing evaluation.

## 5. Conclusions

The leadership management and organizational governance training activities aimed at the heads of PNM Badar Unit customer groups in Southeast Aceh Regency have been successfully implemented with significant achievements. This training was able to improve participants' understanding, skills, and awareness of the importance of the role of participatory leadership and accountable organizational governance in managing micro-business groups. The increase in participants' knowledge scores, active participation in training sessions, and commitment to implementing the practices learned showed that the experiential and contextual training approach was very effective in responding to field needs.

Substantially, this training also proved that strengthening the capacity of group leaders in the microeconomic sector has a broad impact on the success of community empowerment programs. With adequate leadership and management skills, group leaders can function as agents of socio-economic transformation in their communities. This activity not only provides short-term benefits in the form of increased individual capacity, but also has long-term potential in strengthening the institutional structure of the group, improving the performance of the Mekaar program, and expanding social impacts in a sustainable manner.

However, the success of this training also emphasizes the importance of sustainability through mentoring programs and continued training. To strengthen the long-term impact, it is recommended that implementing partners, in this case PNM Badar Unit, consider integrating this kind of training as part of the routine coaching program. Thus, the results of this service can be the initial foothold for building a more robust, independent, and competitive group empowerment ecosystem at the local level

## References

- Fitriyani, N., & Hermawan, D. (2023). Leadership of Group Leaders in the Women's Economic Empowerment Program in Rural Areas. *Indonesian Journal of Community Development*, 8(1), 88–101.
- Kurniawan, D. (2021). Effectiveness of Competency-Based Leadership Training in Improving the Performance of Social Organizations. *Indonesian Journal of Education and Training*, 9(3), 215–229.
- Pratiwi, I. (2023). Challenges of Community Leadership in Microeconomic Programs. *Journal of Social Empowerment*, 6(2), 145–158.
- Saputri, R. A. (2022). Implementation of Participatory Leadership in the Management of Micro Business Groups. *Journal of Leadership and Organization*, 4(1), 33–47.
- Sari, R., & Nugroho, A. (2021). Data-Based Supply Chain Management in Food Distribution. *Journal of Logistics Management*, 8(1), 45–60.
- Yuliana, N. (2022). Women's Leadership in Economic Empowerment Programs: A Study of Micro Business Groups in Central Java. *Journal of Community Empowerment*, 7(1), 45–56.