



## Leadership Management of the Coordinator of the Indonesian New Generation Commissariat (GenBI) for the 2024 Period in Improving the Achievements of Bank Indonesia Scholarship Recipients

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**Abstract :** *Generasi Baru Indonesia (GenBI) is a community of Bank Indonesia scholarship awardee, with a vision and mission to create a competent young generation that is able to bring about positive change. This study aims to determine the leadership management implemented by the general chairman of the Cirebon New Generation (GenBI) commissariat coordinator for the 2024 period in an effort to improve the achievements of Bank Indonesia scholarship awardee. This study uses a qualitative research method with data collection methods, such as interviews, observations, and uses an inductive flow so that conclusions can be developed based on the findings obtained during the study. The results of the study indicate that the leadership implemented is classified as good and reflects a transformational style, namely by providing examples of discipline, building close relationships with members, and providing appreciation as a form of motivation. The main supporting factor in improving achievement is support from the Bank Indonesia Cirebon Representative Office, while the main inhibiting factor is the lack of awareness of members in actively participating. However, the management and mentors of GenBI actively provide direction and monitoring for the success of the program being run*

**Keywords:** *Leadership Management, GenBI Cirebon Commissariat Coordinator, Improving Achievement*

### INTRODUCTION

Effective leadership has an important role in achieving organizational goals. A leader must be able to provide clear direction and unite individual and group efforts to align with a common goal. With proper management, leaders can drive organizational performance in a directional and sustainable manner. Good leadership is a pride and hope in the organization. A leader must have a leadership spirit (*leadership*) broad, have a great sense of responsibility for the mandate and activities or activities (Hanifah, 2022).

Strategic leadership management instills the development of a clear vision, effective communication, and the ability to empower and develop the potential of individuals in a team. Leadership management strategy is one of the concepts in organizational life, which has strategic similarities and is a social event that is indispensable in the life of a group. The leader has the primary obligation to ensure the direction of movement from all available sources. A leadership institution or organization is the most influential, because a leader has responsibility for achieving organizational goals which are usually contained in the vision and mission of the organization itself (Muflikha & Haryanto, 2019).

Previous research has focused more on leadership management in formal institutions such as schools and government offices, as well as improving employee performance or student learning achievement. In addition, the approach used in previous studies tends to highlight management strategies or functions in general such as POAC, so a clearer approach is needed. As research conducted by Soehito Efendi, Edi Darmawi, Hernowo Noviyanto (2019) shows that the function of leadership, work achievement, and sub-district is *kedurang*. Muhammad Zainul Arifinuin (2022) showed that the implementation of the principal's management function in improving learning achievement uses *Planning, Organizing, Actuating, and Controlling (POAC)*. Siti Hanifah (2022) suggests that the principal's management strategy in evaluating teaching and learning activities (KBM) through monthly meetings of teachers and evaluation of teachers' work programs such as supervising teaching equipment. Vicky Rizki Febrian (20223) focuses on the description of student management in improving student achievement as shown by doing it through intracurricular and extracurricular. And lastly, Ilma Lailatum Masruriyah, Karwanto (2020) focuses on the leadership of school principals in an effort to improve students' academic achievements. The research gap in this study lies in the absence of research that specifically discusses leadership management in student

organizations such as GenBI (Generasi Baru Indonesia), especially in the context of improving the achievements of Bank Indonesia scholarship recipients.

Effective leadership, especially in managing and developing members, is essential to the success of the organization. Challenges such as lack of training, weak communication, and an unsupportive organizational culture are still common. Creative and participatory leadership styles have been shown to improve performance. The Bank Indonesia Scholarship supports the development of potential recipients through the GenBI community. The Bank Indonesia Scholarship not only provides financial support, but also opens up opportunities for recipients to join the GenBI community. In it, students are encouraged to become a young generation that is competent, inspiring, and brings positive change. In the strict selection process, the leadership role of the 2024 GenBI Cirebon Commissariat Coordinator, under Chairman Muhamad Taufan Gemilang, is very important in fostering and motivating members. Through self-development and leadership programs, GenBI Cirebon helps improve the quality of scholarship recipients. Visionary, collaborative, and achievement-oriented leadership is the key to supporting Bank Indonesia's mission to produce a superior and competitive generation.

Based on initial observations made by the researcher, the implementation of leadership strategies and the active participation of bank Indonesia scholarship recipients in every self-development activity is still not optimal. Thus, the leadership of the GenBI Cirebon regional coordinator in collaboration with regional organizations and through the support of the bank Indonesia representative office has shown significant progress by implementing good leadership management, such as holding self-development activities through trainings and participating in social activities.

Thus, this study aims to explore the leadership management of the coordinator of the GenBI Cirebon commissariat for the 2024 period in improving the achievements of bank Indonesia scholarship recipients. The focus of this research is how to manage the leadership of the general chairman of the coordinator of the GenBI Cirebon commissariat for the 2024 period. This research is expected to provide a deeper insight into the effectiveness of leadership management in non-academic (organizational) activities.

## METHOD

In this study, the researcher used qualitative descriptive research. The research was conducted at the GenBI Cirebon Secretariat of Bank Indonesia Housing Complex No. 76, Kesambi District, Cirebon City, Postal Code 45131. The subjects of the research include the General Chairman of the Coordinator of the GenBI Cirebon Commissariat for the 2024 Period, the Trustee of GenBI Cirebon, the General Chairman of the Commissariat in Ciayumajakuning (Cirebon, Indramayu, Majalengka and Kuningan) and includes representatives of GenBI Cirebon Members.

The data collection techniques in this study are in the form of observation, interviews, and documentation. Data analysis in this study consists of data collection, data reduction, data presentation, and drawing conclusions by comparing from various data sources obtained in depth about leadership management implemented by the general chairman of the coordinator of the GenBI Cirebon commissariat for the 2024 period.

## RESULT AND DISCUSSION

### Result

#### 1. Leadership Management of the Coordinator of the Indonesian New Generation Commissariat (GenBI) Cirebon for the 2024 Period

Being a leader is a great mandate that must be carried out as well and as optimally as possible. A leader is not only about managing his members, but also how to be able to carry out the vision and mission, goals of the organization and make the organization or institution a comfortable organization but still achieve the organizational goals that have been set.

The results of the study show that the leadership management of the coordinator of the new generation of Indonesian commissariat (GenBI) Cirebon for the 2024 period has been strategically implemented by applying management principles which include: *Planning*, *Organizing*, *Actuating*, and *Controlling*.

##### A. Planning

The planning implemented by the general chairman of the coordinator of the GenBI Cirebon commissariat for the 2024 period begins with the formation of a representative organizational structure or equal representation of the six commissariats in the Ciayumajakuning area. The Chairman designed a work program that must be followed by all members, such as *Leadership Camp* and *Goes to Campus*, which are oriented towards character development which is the three main pillars of GenBI, namely as a *Front Liner*, *Agent of Change*, and *Future Leader*. The activity was organized while still paying attention to the needs of Bank Indonesia scholarship recipients and the vision and mission policies of Bank Indonesia. The organization's vision and mission are also aligned in each planning so that organizational goals are optimally achieved. Each commissariat is given the responsibility to be part of the implementation of the joint work program. In addition, the General Chairman of GenBI Cirebon for the 2024 period also designed the main activities that must be participated in by all members, such as *Leadership Camp*, *Goes to Campus*, and other programs that support character development and self-development, leadership, and intellectual capacity

of GenBI members.

In addition, the researcher also conducted interviews with several chairmen of the commissariat, such as from Gunung Jati University, Bunga Bangsa University Cirebon, Wilalodra University, and Kuningan University, they assessed that the planning carried out by the general chairman of GenBI Cirebon was very good and structured. The work program is not only clearly socialized before implementation, but also involves all parties in the evaluation and refinement process. In fact, according to several speakers, the leadership style applied is collaborative and open to input from all members.

The researcher also conducted an interview with the supervisor of GenBI Cirebon, Mas Aan Triandana, who assessed that the leadership management implemented by the general chairman has succeeded in embracing the entire organizational structure and showing good adaptability in building relationships between commissariats. This is evident from the increase in active participation of members in every activity and the emergence of motivation to emulate the attitude and spirit of leadership shown by the general chairman.

Overall, the results of this study show that the planning in leadership management implemented by the chairman of the Coordinator of the GenBI Cirebon Commissariat for the 2024 period has a significant positive impact on improving the achievement of Bank Indonesia scholarship recipients. Mature, participatory, and structured planning is a strong foundation for the success of work programs that support the achievement of organizational goals and the improvement of the personal capacity of GenBI members.

**B. Organizing**

The leadership organization implemented by the general chairman of the coordinator of the GenBI Cirebon commissariat for the 2024 period is carried out in a structured and functional manner. The chairman formed a core Daily Management Board (BPH) consisting of seven people with clear duties, ranging from the chairman, deputy, secretary, treasurer, to the head of the communication and information division. In addition, each commissariat has its own management consisting of the Daily Chairman Board (BPH) and five divisions, namely: Environment, Health, Education, Entrepreneurship, and Communication and Information. This organization aims to support the implementation of work programs and the development of achievements of Bank Indonesia scholarship recipients. Based on the results of the interview, the organization carried out is considered to have gone well, although there is still room for improvement. A clear structure and coordination between members are the main factors in the effectiveness of the implementation of activities at GenBI Cirebon.

**C. Actuating**

The implementation of leadership management in the GenBI Cirebon organization for the 2024 period shows that the success of activities is greatly influenced by careful planning, effective organization, and active involvement of human resources. The General Chairman of the Coordinator of the GenBI Cirebon Commissariat, Muhammad Taufan Gemilang, implements a leadership strategy that includes the formation of a core team, a personal approach to members, instilling discipline, time management, and giving appreciation as a form of motivation. This strategy has proven effective in increasing the spirit of participation and solidarity of members. Activities at the regional level are indeed more limited than the commissariat because GenBI Cirebon includes students from the Ciyumajakuning area. However, collaboration between commissariats is still routinely carried out, such as in *Leadership Camp activities*. The chairman is also actively building relationships with other communities to expand the network and strengthen the organization's image.

Leadership challenges include character differences, communication barriers, and geographical constraints. However, a personal approach and continuous communication can overcome this. Support from Bank Indonesia Cirebon representative offices is very important, especially in assisting and providing input to work programs, as conveyed by GenBI Cirebon supervisor, Mas Aan Triandana.

Muhammad Taufan Gemilang's leadership strategy is considered to highlight external relationships and the development of the organization's image through a personal approach, which is considered successful in creating positive synergies internally and externally. Through this strategy, GenBI Cirebon is able to implement programs that support the achievements of Bank Indonesia scholarship recipients and strengthen solidarity and networks through strategic collaboration.

**D. Controlling**

Supervision carried out by the General Chairman of the Coordinating Chairman of the GenBI Cirebon Commissariat for the 2024 period, Muhammad Taufan Gemilang, is carried out through various ways, such as attending commissariat activities directly, conducting direct evaluations, and receiving reports from representatives of the Daily Management Board (BPH) if unable to attend. This form of supervision is considered effective in creating a positive, supportive, and communicative organizational environment.

The researcher also received information from the chairman and members of various commissariats showing that the Chairman was actively monitoring, both directly in the field and through

online coordination. Monitoring is also carried out in the form of regular gatherings to review developments and obstacles in each commissariat. However, some respondents assessed that consistency in monitoring the implementation of work programs still needs to be improved so that all activities are optimally monitored. Overall, the supervision carried out has had a positive impact on the enthusiasm, participation, and performance of GenBI Cirebon members.

## **2. Achievements of Bank Indonesia Scholarship Recipients**

Achievement is not only measured by report card scores or grades in class, but also by the extent to which a person is able to develop one's potential in various non-academic fields. Ability to organize, art, sports, leadership, and involvement in social activities are forms of achievement that are no less important. Success is determined by a combination of the intellectual, emotional, and practical skills that individuals possess.

The Chairman of the Coordinator of the GenBI Cirebon Commissariat for the 2024 period, Muhammad Taufan Gemilang, through his leadership by implementing transformational leadership, has directed the organization to organize various strategic programs that support the improvement of the achievements of Bank Indonesia Scholarship recipients. GenBI Cirebon has five main divisions, namely Health, Education, Environment, Communication and Information, and Entrepreneurship divisions, each of which plays a role in supporting the development of student potential.

The programs carried out include *emotional painting seminars*, English language training in Kampung Anh Pare, skills certification, leadership camp, and GenBI *Annual Celebration*. All of these activities are designed to hone the academic and non-academic skills of scholarship recipients. Collaboration with various parties, such as the Environment Agency and the national community, is also an important part of character development and social concern. Thus, GenBI Cirebon plays an active role in forming students who not only excel academically, but also excel in personality, leadership, and readiness to face the world of work.

## **3. Supporting and Inhibiting Factors in Helping to Improve the Achievement of Bank Indonesia Scholarship Recipients**

### **A. Supporting Factors**

First, GenBI members are selected students who have gone through a strict selection process, and have a strong organizational background, thus facilitating the integration and cooperation process in the organization. Second, the direct support from Bank Indonesia Cirebon facilitates the coordination and implementation of programs that are in line with the institution's vision and mission. Third, the active role of coaches and chairmen in assisting and understanding the potential of members also encourages the development of achievements through the placement of members in activities that suit their interests and talents. In addition, involvement in Bank Indonesia's external activities, certification training with BNSP, and educational programs are also factors that strengthen the spirit and abilities of members. However, obstacles such as unclear communication are still challenges that need to be improved so that the implementation of the program runs more optimally. This support from various parties is an important key in creating an environment conducive to improving the achievements of scholarship recipients.

### **B. Inhibiting Factors**

First, there are still members who are less active and are only oriented towards receiving scholarship funds. Second, the many busy academics and other organizations cause GenBI not to be a top priority. Third, the limitation of human resources at the management level hinders the optimal implementation of the program. In addition, internal factors such as low personal motivation, lack of time management skills, and different majors are also challenges in building cohesiveness and active participation of members. Externally, the social environment and lack of self-development training are also obstacles to improving achievement. Communication problems that are not effective and lack of monitoring activities also slow down the achievement of organizational goals. Nevertheless, the support from the coaches and the awareness of some members of the importance of GenBI's role in self-development are balancing factors that help overcome these obstacles.

## **Discussion**

### **1. Leadership Management of the Coordinator of the Indonesian New Generation Commissariat (GenBI) Cirebon for the 2024 Period**

The management carried out by the general chairman of the coordinator of the Indonesian new generation commissariat (GenBI) Cirebon for the 2024 period has been good as a whole. The leadership management implemented pays attention to the needs of Bank Indonesia scholarship recipients in improving their achievements. George R. Terry quoted from (Na'im, 2021) defines *Management is the accomplishing of a predetermined objectives through the efforts of other people* or management is a process or goal that has been determined together. According to George R. Terry quoted from hasbi, the management function is divided into four basic management functions, namely Planning (*Planning*), Organizing (*Organizing*) Implementation (*Actuating*) and

Supervision (*Controlling*). These four management functions are often referred to as POAC (Tanjung, Supriani, Mayasari, & Arifudin, 2022).

**A. Planning**

The planning carried out by the General Chairman of the Coordinating Board of the GenBI Cirebon Commissariat for the 2024 Period, Muhammad Taufan Gemilang, began with the establishment of a regional management structure, which involved representatives from each commissariat of Bank Indonesia Cirebon partner campuses. After the structure is formed, the next stage is to design a joint work program with GenBI Cirebon supervisors and all general chairmen of GenBI commissariat in Ciyumajakuning (Cirebon, Indramayu, Majalengka, and Kuningan).

Work program designed to improve *Soft Skill* and the achievements of Bank Indonesia Scholarship recipients, taking into account the needs of members as a whole and must be followed by all scholarship recipients. In its planning, the General Chairman of GenBI Cirebon for the 2024 period together with the coordinating management made a visit to each commissariat, both in terms of *offline* And *Online*. After that, an analysis was carried out with the trustees and the general chairmen of the commissariat to prepare a work program that would be socialized to all members through the work meeting of each commissariat. This is in line with the statement from Fauzy (2011) which states that needs analysis is carried out based on the results or inputs from the needs identification process. The process of identifying needs is a step to recognize the training needs needed by an individual, group, or community (Amin & Nurhadi, 2020).

**B. Organizing**

The organization carried out by the general chairman of the coordinator of the Indonesian new generation commissariat (GenBI) Cirebon has been better compared to the previous year. Muhammad Taufan Gemilang as the general chairman for the 2024 period organized by dividing each member of his region filled with member representatives who could represent from each campus or commissariat of the new generation of Indonesia (GenBI) Cirebon spread throughout the Ciyumajakuning area (Cirebon, Indramayu, Majalengka and Kuningan).

In addition to organizing at the coordinator level, the General Chairman of GenBI Cirebon for the 2024 Period, Muhammad Taufan Gemil, also organized at the commissariat level through the general chairman at each campus in order to facilitate coordination between commissariat members and regional administrators. This is in line with the statement of George R. Terry, who defines organizing as an effort to build effective collaboration among a number of people in order to work together efficiently and get satisfaction in performing tasks according to the existing environmental conditions in order to achieve goals (Rachman, 2015).

**C. Actuating**

Implementation (*actuating*) It is an important stage in leadership management to execute plans in a structured manner and ensure member cooperation to achieve common goals. Muhammad Taufan Gemil, Chairman of GenBI Cirebon for the 2024 period, optimizes the involvement of all members in every activity, despite facing distance constraints because members are spread across the Ciyumajakuning area (Cirebon, Indramayu, Majalengka, and Kuningan), which makes it difficult to coordinate, especially at the regional or commissariat level activities. This situation is similar to the theory proposed by George R. Terry that the implementation (*Actuating*) in management is an effort to mobilize the members of a group or organization so that they are willing to do work and strive to achieve the goals of the group and the goals of the members of the group, thus in addition to the goals of the group, each individual will try to achieve his or her goals (Muhammad, 2022).

The Chairman of GenBI Cirebon in 2024 implements transformational leadership with a focus on member empowerment, a shared vision, and strong organizational relationships. He formed a solid core team to design and implement work programs collectively. In addition, Muhammad Taufan Gemilang builds personal closeness with members, targeting to know at least half of them in each commissariat. This approach has succeeded in increasing togetherness and active participation of members. As emphasized according to Bass (1985), transformational leadership includes four parts: First, ideal influence, which is the leader's ability to invite members to prioritize common goals through strong values and morals. Second, inspirational motivation, namely leaders motivate through a clear vision. Third, intellectual stimulation, which is leaders encourage critical thinking and creative solutions. Fourth, individual consideration, where the leader gives support and attention to each member (Nursalam, 2020).

**D. Controlling**

The supervision carried out by Muhammad Taufan Gemil, Chairman of GenBI Cirebon for the 2024 period, took a direct approach. Such as going down directly to attend activities organized by each commissariat and conducting joint evaluations, communicating with Bank Indonesia scholarship recipients about the shortcomings and advantages of the activities held, and involving the core team or the daily management body when he himself is unable to attend. This approach is a concept of supervision or *Controlling* participatory which is in line with the theory explained by P. Siagian in (Makmur, 2011) which

states that supervision is a process of careful observation of the implementation of all organizational activities to ensure that all work that is being and or has been carried out runs in accordance with the previously set plan (Maisarah, Idami, & Rassanjani, 2021).

However, the supervision of the General Chairman of GenBI Cirebon for the 2024 period, according to Iis Siti Aisyah (General Chairperson of GenBI Commissariat of Majalengka University), is still considered inconsistent, especially in supervising the implementation of work programs. This is in line with the statement of Irham Fahmi (2014) who stated that supervision is an effort to observe the implementation of all organizational activities to realize effective and efficient capabilities so that all the work that is being done runs according to the previously set plan (Yudianto, 2024).

## **2. Achievements of Bank Indonesia Scholarship Recipients**

Generasi Baru Indonesia (GenBI) Cirebon is one of the communities of Bank Indonesia scholarship recipients where part of this community are selected students who have made a strict selection in receiving Bank Indonesia scholarships. They are individuals with a variety of academic and non-academic achievements. In line with the opinion said by Muhammad Amin, achievement is defined as an effort that has positive and negative results (Abdullah, Suntoko, Purbangkara, & Abikusna, 2022).

Based on the results of interviews and observations, the improvement of the achievement of Bank Indonesia Scholarship recipients is not only focused on the academic aspect, but also through the development of self-potential in a non-academic manner. The Chairman of the Coordinator of the GenBI Cirebon Commissariat for the 2024 period emphasized the importance of the role of the GenBI organization as a learning space that supports the holistic development of members. GenBI Cirebon actively runs work programs through five main divisions: Health, Education, Environment, Communication and Information, and Entrepreneurship. Each division is designed to support personal and professional development, such as the Education Division which organizes the Emotional Painting Seminar and English Language Training program in Kampung Anh Pare to improve cognitive abilities, emotional intelligence, and foreign language skills.

The certification and *leadership camp* activities also received positive responses from various commissariat heads and members. These activities are considered effective in improving *soft skills*, professional competence, and readiness for the world of work, all of which are integral to the overall concept of achievement.

## **3. Supporting and Inhibiting Factors in Helping to Improve the Achievement of Bank Indonesia Scholarship Recipients**

### **A. Supporting Factors**

The support from Bank Indonesia Cirebon encourages the GenBI Cirebon community to be active in various activities that support self-development and job readiness. The General Chairman of the Coordinator of GenBI Cirebon for the 2024 period, Muhammad Taufan Gemilang, collaborated with the heads of commissariat at universities to improve the achievements of scholarship recipients.

In addition to the role of the general chairman of the coordinator of the Indonesian new generation commissariat (GenBI) Cirebon for the 2024 period, the general chairman of the coordinator is also assisted by the general chairman of the commissariat or the general chairman at the university who has become part of the Bank Indonesia scholarship recipients to help improve the achievements of scholarship recipients. One of the challenges that must be faced by the chairman of the commissariat is that the chairman must be able to know or understand the interests and talents of its members to enable the appropriate placement in various opportunities or activities of Bank Indonesia that support the improvement of the achievements of the scholarship recipients.

### **B. Inhibiting Factors**

There are also several inhibiting factors faced by the general chairman of the coordinator of GenBI Cirebon for the 2024 period, such as the lack of awareness and active participation from members, other busyness that shifts priorities, limited human resources, and difficulty scheduling due to diverse member backgrounds. To overcome these challenges, the GenBI Cirebon coaches provide support and motivation and conduct routine monitoring so that activities run optimally. By recognizing these supporting and inhibiting factors, GenBI Cirebon is expected to continue to improve the contributions and achievements of its members.

## **CONCLUSION**

The leadership management of the General Chairman of GenBI Cirebon for the 2024 period has been well implemented and has had a positive impact in various aspects, such as increasing academic and non-academic achievements, self-development, training, and social activities. This leadership is carried out through four main functions, namely planning, organizing, implementing, and supervising. And supported by the implementation of transformational leadership strategies. The achievements of Bank Indonesia scholarship recipients are increasing, comprehensive self-development through various work programs. The Chairman of the Coordinator of the GenBI

Cirebon Commissariat for the 2024 period plays a strategic role in creating an environment that supports academic and non-academic development.

Meanwhile, the supporting factors for the leadership of the Chairman of the Coordinator of the GenBI Cirebon Commissariat 2024 are the active role of members and the support of the Bank Indonesia Representative Office. However, obstacles such as low participation in activities, busy members, and limited management resources are challenges. The role of coaches is very important in supporting and monitoring the implementation of the program so that the community continues to grow and the contribution of members continues to increase.

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