Camat's Leadership in Increasing Community Participation in Development in the Era of Disruption and Social Society 5.0 (Case Study Districts at Nias Regency)

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ABSTRACT

The Disruption era is part of the context of today's society. This era was born from revolution 4.0. The era of revolution 4.0 is one stage of the industrial revolution that adopts the idea of a computerized system in management the flood of technological innovations certainly brings various dilemma situations in various dimensions of human life. This situation arises when something common becomes unusual or vice versa thanks to the ability of digital technology. One of the permanent life systems and functions which regulates human efforts to meet their daily needs is institutions both local institutions such as families and indigenous peoples and new institutions (such as modern organizations). One of the important institutional actors is leadership. In short, leadership is defined as a leader's efforts to influence its members to achieve goals. This research uses descriptive research method. This method can be used to describe, interpret a phenomenon. The method used is library research. The data used is secondary data taken from related theories. The results of this research indicated that: (1) based on the descriptive analysis shown that the leaderships and the citizen participation both are high category. (2) based on the simple regression analysis shown the effect leadership district to citizen participation is positive and significant. Based on this research may suggestion that to increase the citizen participation, must be used leadership models.

Keywords: leadership of the Head of Nias district, citizen participation.

I. INTRODUCTION

The success of the implementation of development is largely determined by two factors, namely the ability of a leader to direct the community and the participation of the community itself. Success in a development is highly dependent on the extent of community participation and the approach taken by the government to the community starting from the planning, implementation, monitoring, and evaluation stages. A leader must have the ability to lead in directing and empowering his community because leadership is very necessary in order to increase community participation in development.

To move the wheels of development activities, including mobilizing community participation in a sub-district, a leader with reliable leadership integrity is needed in order to be able to foster, direct and lead the community towards achieving the goals of implementing the aspired development. The substance of these two major elements is an attraction that complements each other, this is according to what Ndraha said, it is said that these two elements, namely leadership by the sub-district head and community participation in the sub-district area are two sides of a coin that synergize without any bond. who wants to precede over skips one of the powers? This is in accordance with the opinion expressed by Kartono that leadership is an art to influence human behavior and a person's ability to work together in an effort to create shared goals that have been set.

Kruise provides a conclusion from various definitions of leadership according to experts, that leadership is "Leadership is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal". Furthermore, Kruise made several key words from the definition of leadership, including the following: 1). The Leadership System is formed from social influence, not authority or power; 2). Leadership needs other people; 3). There are many paths to effective leadership, without being influenced by title and personality; 4). There is a goal to be achieved, not an influence without results. From the definitions according to the two experts, it can be concluded that leadership is the art or ability to influence many people in achieving a mutually agreed goal. Likewise, the leadership of the sub-district head requires art and the ability to mobilize the community to increase community participation in the field of development.

The camat's leadership is directly related to one of the Camat's duties regulated in Government Regulation No. 17 of 2018 concerning sub-districts in article 10 letter (b) which is to coordinate community empowerment activities. The tasks include: 1) community participation in development planning deliberation forums in villages/sub-districts and sub-districts; 2) synchronization of work programs and community empowerment activities carried out by the government and the private sector in the working area of the sub-district; 3) the effectiveness of community empowerment activities in the sub-district area; and 4) reporting on the implementation of community empowerment tasks in the sub-district work area to the regent/mayor. Based on the task of the sub-district head, it can be concluded that a sub-district head must be able to mobilize his community to be actively involved in development at the sub-district level starting from the development planning stage, involvement in program synchronization between the government and the private sector as well as the community itself, and up to the reporting stage. The leadership ability of a sub-district head when faced with changing times, especially in the era of disruption and social society, really needs a sub-district head who is adaptive and quickly adapts to changes in digital information that is growing rapidly.

One of the most clearly visible characteristics in the era of disruption is the automation of work, meaning that in the future or in progress, and in the future, government work will experience a change from conventional to digitalization or automation, as revealed by Kevin Linch who researched "Innovation Policy in an Era of Disruption" in his research concluded that: "As so many authoritative economic sources, surveys and corporate titans have told us recently, the nature of work is about to change drastically. Automation will replace many existing jobs and governments are scrambling to adjust their innovation policies accordingly". Which means that "Because so many authoritative economic sources, surveys and corporate giants have told us recently, the nature of work is about to change drastically. Automation will replace many existing jobs and governments are scrambling to adapt their innovation policies." With the development of digital information advances that exist in this era of disruption, a sub-district head must be able to take advantage of existing information technology advances to increase community participation in the field of development.

In 2016, an initiative called "Society 5.0" or "Society 5.0" was proposed by the Cabinet of Japan in its 5th Science and Technology Basic Plan, with a vision to create a "Super Intelligent Society" (MSC). MSC is positioned as the fifth stage of development in human society, after hunter/gatherer, agrarian, industrial and information societies. MSC represents a sustainable society connected by digital technology that is present in detail with the various needs of that society. MSC provides necessary goods or services to people who need them when needed and in required quantities, thereby enabling its citizens to live active and comfortable lives through high quality services regardless of age, gender, region, language, and so on. It should however be noted that digitization is only a means, and that we humans as the main actors remain important so that a strong focus is maintained on building communities that make us happy and give us a sense of value. Trend Society 5.0 is an effort to place humans as the main subject or actor in following and adapting to digital developments in the era of disruption, placing humans as the main actor and technology as a vehicle. The goal is that humans are not controlled by technology but humans who master technology.

According to Pramesti (2022) with the trend of society 5.0, leadership is needed that brings social change. According to him, in facing the era of society 5.0, it is certain that a country must be ready to make social changes that are useful for the progress of the nation, as well as change the fate of the people from adversity to life worthiness so that people's lives can improve properly. In a smaller scope of government, in this case in the sub-district area, the role of the sub-district head is needed to involve the community in utilizing information technology where the community itself is the main role, not the technology, which means that the community still maintains local values that apply within the community itself. the concept of sustainability according to the local potential that exists in the sub-district by utilizing existing technology to increase community participation in development at the sub-district level.

Community participation in development at the district level in Nias Regency in its implementation identified several problems. First, community participation in development is very far from the desired expectations. So that there are people who are less concerned and apathetic about development even though there are still people who care about the development. This can happen because of the lack of socialization and communication of the sub-district head to the community so that the understanding of the community, especially in the sub-district in development, is very lacking, coupled with their low level of education. The education factor of the sub-district community is still relatively low, with the average level of community education being a junior high school graduate (source: Nias in Figures 2010), so participation is also very low.

They are only expected to provide participation in the form of physical or energy only. The community still acts as an object not as a subject of development, especially when faced with the era of disruption and civil society 5.0, community involvement is not only in the form of energy/physical but also there is room for creative ideas in increasing development at the sub-district level by utilizing technological advances and information in form of digitization. there are often complaints

submitted by the community that the proposals submitted at the sub-district level musrenbang implementation are not accommodated at the district level, due to intervention from the legislature and from the relevant regional apparatus. This will weaken the accountability of development planning carried out by the government in the eyes of the community. The implication is the decline in community participation in development at the sub-district level. the readiness of the local government in this case the sub-district government and regional apparatus resources and the empowerment of stakeholders has not been optimal. To increase community participation in development, synergy between stakeholders at the sub-district and local governments is needed. It is not only the role of the sub-district head and his apparatus, but with the leadership of the sub-district head being able to coordinate all stakeholders to mobilize the community to be actively involved in development at the sub-district level. In addition, there is no awareness and understanding from all stakeholders at the sub-district level that globally we have entered an era known as the era of disruption which brings very fundamental changes and the era of society 5.0 which places humans as the main actors in a very fast change. in various fields, including development at the sub-district level.

The Camat as a formal leader in the sub-district area must motivate and increase community participation by using good leadership techniques as stated by Kartono (2010:95). First, the sub-district head is required to have advantages in knowledge, social skills, technical skills, and experience so that the sub-district head is competent in carrying out his duties and leadership duties while also being able to be ethical and mature. So that the sub-district head as a leader has self-control, social control, and a critical attitude towards every decision he makes is not arbitrary but brings the community to certain goals according to the needs of the community in development. Second, the camat has responsiveness and touches on what is really a priority that the community wants and in the end the community will respond by being motivated, motivated, and moving on their own in participating in existing development because what they do are their own needs. Third, the sub-district head in carrying out his duties is in the midst of society which is social life. The Camat will not be able to carry out his duties if he is not supported by the community and his environment. This social life is the existence of mutual influence, so that group dynamics occur. These groups can come from formal or informal organizations. So that the sub-district head as a leader in the sub-district who certainly has an organization/group, both formal and informal, must respect it by coordinating well about the development program to be implemented.

Fourth, the sub-district head in carrying out his duties in the midst of social life must always communicate with the community about what they want in development and be able to provide information and socialize about the development to be implemented. This is in accordance with what Kartono (2010: 144) said that in carrying out its function as a facilitator and organizer, the leader must always communicate, both formal and informal relationships. So that the community will maintain and participate in development because they have understood the benefits of the development and feel they have been invited and participated in the process of making the best decisions for development in their sub-district. Fifth, in making decisions, the sub-district head is expected to be able to be agile, intelligent, precise, and wise in making the right decisions. As stated by Kartono (2010: 145), decision making is the most difficult element, but it is also the most important effort for leaders.

A program failed because it was not in accordance with the wishes of the community. This happens because the decisions that are made often use a top-down approach so that the wishes of the community are not channeled and result in passive participation. To anticipate that the program can run, what is needed is decision making through a bottom-up approach, so that all community aspirations are relatively accommodated and have an impact on the active participation of the community in all activities that will be carried out. Besides, it also builds community commitment to help implement a decision that has been made. This approach promises the success of the activities to be carried out because these activities reflect the wishes of the community in general. Sixth, the sub-district head is expected to be able to interact reciprocally by holding forums in deliberation or meetings with the community (community leaders, youth leaders, and BPD) to formulate what development priorities and desires and needs of today's society are. The Camat's leadership greatly influences community participation in development at the sub-district level. The sub-district head must be able to have the knowledge and ability to adapt to advances in technology and information in the era of disruption and civil society 5.0, to place the community as a subject in development by taking advantage of advances in technology and information digitally.

Based on the background that has been described previously, the author examines and analyzes the phenomena that occur with the research entitled "Camat Leadership in Increasing Community Participation in Development in the Era of Disruption and Social Society 5.0".

II. THEORITICAL REVIEW

A. *Leadership*

According to Wahjosumidjo, leadership is essentially something that attaches to a leader in the form of certain traits such as character (personality), expertise (ability) and ability (capability). Leadership is also a series of leader activities that cannot be separated from the role (position) and style or attitude of the leader itself. Leadership is a process between bonds or interactions between leaders, followers, and the atmosphere. Sutarto defines the meaning of leadership as a series of preparation activities in the form of expertise in a person who can influence others in certain circumstances to be able to work together to achieve the goals that have been set. A leader must have certain skills to influence other people together to do something to achieve a goal. Robbins and Judge argue that leadership is the skill of influencing a group towards the achievement of a vision or set of goals. Based on the definitions given by several experts, it can be concluded that leadership is an art and the ability to influence others in achieving a goal.

According to Manullang, leadership has functions related to being responsible as a leader, which are listed in the following points:

1. Shows concern for employees.

2. Assessing the implementation of work and communicating the results remove barriers to effective work.

3. Delegate authority when necessary and include participation if allowed.

4. Distribute appropriate prizes to encourage achievement.

5. Communicate to employees about what is expected by them.

6. Provide employees with the necessary sources of funds to carry out their duties.

7. Determine the implementation of realistic work.

Judging from some of the functions stated above, it is interesting to analyze that the leader function is able to empower subordinates or employees to actively participate in carrying out their duties and responsibilities in achieving organizational goals. The more participation of its members a leader will be more effective in leading because of the cadre of new leaders born during his leadership.

Hendry Mintzberg in Veithzal Rivai there are three roles that must exist when a leader carries out his leadership in order to create and control all components into synergy or in line so that the achievement of predetermined goals can be passed easily, namely:

1. The role of the leader as a liaison between individuals.

Apart from being a leader, a leader also acts as an example, as a team builder, as a coach, as a mentor.

2. The Role of Leaders as Informative.

Being the person who occupies the highest position in an organization, the leader has an obligation to ensure that its members complete their respective jobs properly, do not commit violations or disciplinary actions and other things that can interfere or even hinder work. information disseminator. Why does a leader have a role as a disseminator of information, because it will be more valid if the information that is spread comes from a leader, which if the information is to be conveyed, the truth will be clear and clear?

3. The Role of Leaders as Decision Makers.

Leaders are responsible for advancing and adapting their organization to the development of their environment. Leaders are also resource dividers. This role is a form of a leader's responsibility to determine "who will get what" in the organization he leads. Set the pattern of formal relationships i.e. how work is divided and then coordinated.

So broad and complex are the duties and roles of a leader, therefore a leader is needed who properly understands his function and role in an organization. The role and leadership style of a leader in a private organization is different from that of a leader in a public organization. Leadership in public organizations or what we know as leadership by bureaucrats, in the context of government science is known as Government Leadership. One form of government leadership is the camat leadership in the sub-district area.

Duties and Roles of the Camat Based on the Juridical Review of Government Regulation Number 17 of 2018 concerning Kecamatan

In government leadership, it is generally known as administrative leadership and regional leadership. One of the government leadership in the form of regionalism is the camat leadership in the sub-district area. Based on Government Regulation Number 17 of 2018 concerning Districts, a sub-district head in leading a sub-district has the following duties:

a. arry out general government affairs at the sub-district level in accordance with the provisions of the laws and regulations governing the implementation of general government affairs;

b. coordinate community empowerment activities, including:

1. community participation in development planning deliberation forums in villages/sub-districts and sub-districts;

2. synchronization of work programs and community empowerment activities carried out by the government and the private sector in the working area of the sub-district;

3. effectiveness of community empowerment activities in the sub-district area; and

4. reporting on the implementation of community empowerment tasks in the sub-district work area to the regent/mayor;

c. coordinate efforts to maintain peace and public order, including:

1. synergy with the Indonesian National Police, the Indonesian National Armed Forces, and vertical agencies in the sub-district area;

2. harmonization of relations with religious leaders and community leaders; and

3. reporting on the implementation of peace and order development to the regent/mayor;

d. coordinate the implementation and enforcement of Regional Regulations and Regional Head Regulations, including:

1. synergy with regional apparatus whose duties and functions are in the field of law enforcement and/or the Indonesian National Police; and

2. reporting on the implementation and enforcement of laws and regulations in the sub-district area to the regent/mayor;

e. coordinate the maintenance of public service infrastructure and facilities, including:

1. synergy with relevant regional apparatus and/or vertical agencies;

2. implementation of the maintenance of public service infrastructure and facilities involving the private sector; and 3. reporting on the implementation of the maintenance of public service infrastructure and facilities in the sub-district area to the regent/mayor;

f. coordinate the implementation of government activities at the sub-district level, including:

1. synergies in planning and implementation with regional apparatus and related agencies;

2. effectiveness of governance at the sub-district level; and vertical activities

3. reporting on the implementation of government activities at the sub-district level to the regent/mayor;

g. fostering and supervising the administration of village governance in accordance with the provisions of the laws and regulations governing the village;

h. carry out government affairs which are under the authority of the district/city which are not carried out by the work unit of the district/city apparatus in the sub-district, including:

1. planning of service activities to the community in the sub-district;

2. facilitation of accelerating the achievement of minimum service standards in the region;

3. the effectiveness of the implementation of services to the community in the sub-district area; and

4. reporting on the implementation of service activities to the community in the sub-district area to the regent/mayor through the regional secretary; and

i. carry out other duties in accordance with the provisions of the legislation.

In addition to carrying out tasks in accordance with the provisions above, the sub-district head gets the delegation of part of the authority of the regent/mayor to carry out some government affairs which the authority of the district/city area are and to carry out co-administration tasks. Some of the delegated government affairs consist of licensing and non-licensing services. The implementation of licensing services is developed as a public service innovation in accordance with the provisions of the legislation. Non-licensing services are carried out based on the mapping of public services according to the characteristics of the sub-district and/or the needs of the local community.

Based on PP Number 17 of 2018 concerning sub-districts in the general explanation it is explained that Kelurahan is part of the regulation in this Government Regulation because based on its position in Law Number 23 Year 2014 concerning Regional Government, Kelurahan is no longer a regional apparatus, but Kelurahan is a subdistrict apparatus. This strengthens the authority of the sub-district head in carrying out his leadership in the village area because his position is structurally, and the sub-district commander is under the sub-district. The role and duties of the sub-district head are very strategic to drive development by involving community participation in the sub-district area led by the sub-district head.

B. Participation

According to Totok and Poerwoko, community participation is an embodiment of awareness and concern and responsibility of the community towards the importance of development that aims to improve their quality of life, meaning that through participation, it means that they are really aware that development activities are not just an obligation that must be carried out by the (officials)) the government itself, but also demands community involvement which will improve their quality of life. Participation will run automatically when there is awareness from the community how important it is to be involved in an activity, especially one that involves the government, because government activities are for the benefit of the community.

Participation is the participation of everyone in an activity. It is an activity within the organization to achieve the goals they want. When we connect it with development to achieve the national development goals, namely, to improve people's living standards towards the realization of a just and prosperous society based on Pancasila and the 1945 Constitution. In participation there is an active action to be involved in an activity, because there is a goal to be achieved through these activities.

According to Isbandi, community participation is community participation in the process of identifying problems and potentials that exist in the community, selecting and making decisions about alternative solutions to deal with problems, implementing efforts to overcome problems, and community involvement in the process of evaluating changes that occur. Community involvement does not only act not only as an activity that has been determined by the government, but when faced with a problem, the community is also involved in thinking about solutions together in solving a development problem.

Community participation can be measured how much community involvement in development participation. Totok and Poerwoko describe indicators of community participation as follows:

a. Participation in decision making is every development program including the use of local resources and the budget allocation is always determined by the central government.

b. Participation in the implementation of activities is often interpreted as the participation of many people (who are generally poorer) to voluntarily contribute their energy in development activities.

c. Participation in development monitoring and evaluation, namely monitoring and evaluation of development programs/projects is very necessary.

d. Participation in the utilization of development results is the most important element that is often forgotten because the goal of development is to improve the quality of life the community so that the distribution of development results is the main goal.

Some of the indicators above illustrate that community participation in development starts from planning, implementing, evaluating and benefiting from a development. Community involvement must be comprehensive so that community participation can run in a sustainable manner, thus a development is a common property for a benefit.

C. Development

According to Kartasasmita, it provides a simpler understanding, namely as "a process of change for the better through planned efforts". In development there is a deliberate, planned effort to achieve a change. The change in question is certainly a change that is expected by all parties, both the government, the private sector and the community.

At the beginning of thinking about development, it is often found that there are thoughts that identify development with development, development with modernization and industrialization. All of these thoughts are based on the aspect of change, in which development, development, and modernization and industrialization all contain elements of change. However, there are quite principal differences, because each has a different background, principle and nature as well as a different principle of continuity, even though all of them are forms that reflect change.

The notion of development must be viewed dynamically, and not seen as a static concept. Development is an orientation and an endless business activity. The development process is actually a socio-economic change. Development so that it can become a process that can move forward or its own strength depends on humans and their social structures. So, it is not only what is conceptualized as a mere government effort. The development process requires economic growth followed by changes

(growth plus change) in changes in economic structure, from agriculture to industry or services, institutional changes, either through regulation or institutional reform. Planned development is perceived as a more rational and orderly endeavor for the development of communities that have not or are just developing.

D. The Age of Disruption

Disruption means a very fundamental change. Furthermore, disruption implies a very basic change that occurs in various aspects of life. The changes that occur today are the spread of digital technology and artificial intelligence as well as the internet which makes old ways replaced with new ways through the use of digital technology. With the presence of digital technology and artificial intelligence, human work can be done quickly, practically (not convoluted), and simple, even the most surprising thing is the replacement of human work with this technology.

Disruption is synonymous with technological developments that are so fast and enter almost all areas of human life, ranging from trade or industry regarding design, production to marketing; health services; agriculture; information and communication; transportation services; even politics and security all use technology that is fast, easy and effective and efficient. Disruption is also often associated with the industrial revolution 4.0, namely the change in industrial systems in the 4.0 era which uses digital technology a lot. The development of industry level 4.0 is a transformation of pre-existing industrial practices. The stages of development of the industrial world in detail are as follows:

a. The first stage or the industrial era 1.0 is the era of the industrial world which still uses a lot of traditional mechanical machines, including the use of water as a steam engine;

b. The second stage or the industrial era 2.0. In this day and age, the use of industrial equipment has gradually taken advantage of electricity;

c. The third stage or the industrial era 3.0 is also called the computerization era. Because the industrial world at this time has started using computers, both in terms of products and aspects of distribution. By using computers, especially the internet, distribution and correspondence systems can run more quickly and efficiently and there is no need to meet face to face;

d. The fourth stage or the industrial era 4.0 is the current era which is all digital and the internet is a fundamental or fundamental factor. The industrial era 4.0 does not only use computers but also uses robots, big data, cloud (cloud computing) and artificial intelligence, so that in the 4.0 era, many human roles were replaced with robot technology. Seeing the changing trends of the industrial world, starting physically and manually to digital technology-based, the demands are not only on production, distribution and correspondence systems, but actually on culture and even ideology.

According to Bambang Satrio Lelono, who is the Director General of Development, Training and Productivity of the Ministry of Manpower, stated that the fourth stage of the industrial revolution resulted in the loss of 57% of jobs because they were replaced by technology (robots) and it was predicted that 65,000 new jobs would emerge. The era of disruption brings a very fast change in terms of workforce, for example, requires the ability to master technology that is qualified, when we are not able to compete in mastering technology, we will be eliminated by ourselves.

The 2020 World Economic Forum report puts forward 10 (ten) key skills, namely: 1) self-management; 2) critical thinking; 3) creativity; 4) independence in making decisions; 5) problem solving; 6) cooperate; 7) service oriented; 8) able to negotiate; 9) flexible cognitive abilities; and 10) emotional intelligence. These aspects are seen as soft skills and become important in addition to technical abilities or hard skills. For this reason, the education of the millennial generation or generation Z, both within the family and educational institutions in the community and government, needs to prioritize soft skills in addition to hard skills for students. Two abilities that must be possessed by everyone in the era of disruption are soft skills and hard skills in any field. The more specific we are in mastering a field, the more value it will give someone to compete in the field they master.

E. Civil Society 5.0

According to Hikam as a political space, civil society is an area that guarantees independent behavior, action and reflection, is not confined by material conditions, and is not absorbed in the networks of official political institutions. It implies the importance of a free public sphere (the free public sphere) as a free public space that can be done by local residents. There is a space that is open to the public as a subject, not an object in the midst of a changing world that is completely digitalized, it is the people who master the technology, not the other way around.

Civil society is a space (realm) for community participation in voluntary associations, mass media, professional associations, labor and farmer unions, churches or religious associations which are often referred to as mass organizations in Indonesia.

Civil society is a space or forum for community participation in the form of organizations founded by the community or can also be called Non-Governmental Organizations (NGOs) which are not influenced by the government in their establishment.

Based on some of the definitions above, it can be concluded that civil society is an organizational space that is not bound by the government and is independent in nature to carry out its rights and obligations in accordance with the goals that have been set and become a balancer for the state and the government.

Civil Society 5.0 is a concept initiated by Japan, which was only inaugurated on January 21, 2019. The concept of society 5.0 makes humans as a source of innovation, which is not only limited to manufacturing/industrial factors but also solves social problems with the help of the integration of physical and virtual spaces.

Society 5.0 emerged as a development of the industrial revolution 4.0 which was considered to have the potential to degrade the role of humans themselves. In society 5.0, humans will be the center (human centered) while remaining technology-based. The emergence of society 5.0 requires patented breakthroughs in an effort to face the challenges that will be posed by society 5.0 (Umro, 2020).

III. RESEARCH METHODS

This research uses descriptive research method. This method can be used to describe, interpret a phenomenon. The method used is library research. The data used is secondary data taken from related theories.

IV. RESEARCH RESULTS AND DISCUSSION

Community participation in development in the District must be wider and more equitable, both in carrying out development and in being responsible for the implementation of development or in receiving back the results of development. Increasing community participation in development in the sub-district is not just changing the attitudes, opinions, and behavior of individuals or communities, but also changing society as a development actor, both as a subject and object of development. However, in reality the growth and increasing community participation in development in the District has not reached the desired target. Therefore, community participation will determine the success of the programs implemented, so a serious effort is needed to make the public aware of government policies that are implemented on the basis of the principle of mutual benefit so that the benefits of development can really be felt. Now participation can no longer be seen as an opportunity provided by the government but rather as a community right. Participation can be considered as a basic service and an integral part of local governance.

The level of community participation with the camat leadership pattern are two things that cannot stand alone, if these can be combined and then grown and improved then in turn the development goals in the District will be easier to realize. With community involvement in development carried out in the District, it is hoped that the community will be able to enjoy and be able to maintain the results of development.

The educational background of the sub-district head is very supportive in carrying out his duties as sub-district head and the techniques he does in increasing community participation in the field of development. Not infrequently in carrying out their duties the sub-district head only uses an approach based on a personal approach and experience. But now this is no longer relevant, a personal approach and experience are indeed very good for the sub-district head but also must be supported by other factors such as in providing information related to government disciplines so that the people who are currently an easy society get information and move dynamically and critically in any changes that occur around them. For this reason, a sub-district head is needed as a leader in the sub-district area to equip him with knowledge obtained from his educational background to be able to satisfy every question from the community related to government and development matters as well as things that happen in the surrounding environment so that they will participate. in carrying out development. The most risky thing is that people who mostly have low education (low level of quality of human resources) can be easily influenced by people who have high education and are used by these people for things that will affect leadership. sub-district head in increasing community participation in the field of development.

As we know that in the current regional autonomy, the post-conflict local election is carried out directly by the people, which contains sympathizers and supporters of each candidate. KDH candidates who lost often urges/provokes his supporters and sympathizers to do something anarchic as a form of not wanting to accept his defeat in the post-conflict local election. This affects the camat leadership in inviting the community to participate in development because there are parties who hinder the implementation of government programs and policies. So that the sub-district head is required to be good at embracing every

element of society and provide awareness and understanding (socialization) for the community that in every implementation of government programs it is for the welfare of the community itself not to be enjoyed by some or only a few parties.

The camat's ability to embrace the different and diverse interests of the community as a joint decision and for the good of all communities. Group dynamics and discussions in the community are needed so that all communities are won in making the decision so that if later the decision is implemented, every level of society will take part to participate. Besides that, the community's economic factor is a relevant government phenomenon. Some people who are only farmers are less supportive in funding to participate in development. This needs to be circumvented by the camat to direct them not to be fixated on participating in terms of funding but can play a role in participation in the form of energy or maintaining the results of development that have been implemented. So that it is hoped that the destruction by irresponsible parties because they feel that the development has not received permission from the traditional elders in the place will not occur. In this regard, the camat is required to respond to the wishes of the community and try to take licensing routes to parties who are made by the community as informal leaders who are respected by the community itself.

Some of the things above open our understanding that in order to increase community participation, it is necessary to implement the Camat leadership technique in increasing community participation in the field of development that has been implemented in accordance with the expected leadership criteria and characteristics. The leadership techniques are as follows:

a. Professional ethics of leaders and ethics. The ethics of the Camat who works professionally and sets a good example in the midst of the community he leads. The Camat does not only issue orders, but gets involved and goes directly to the field to take part so that indirectly the community feels that they are being called consciously without coercion to work and participate in development.

b. Needs and motivation. The sub-district head understands what the community needs and he always tries to make it happen by putting it in every development program. As a result, the community was motivated to participate in the development because they felt that what was built was a necessity for themselves.

c. Group dynamics. The Camat always has good social interactions with groups in the community and community leaders.

d. Communication. The Camat as a leader always communicates in a language that is easily understood by the community so that the community understands and can implement any policies or development programs taken.

e. Decision making ability. In making decisions, the Camat always carries out deliberation/discussion and is in accordance with the needs of the community.

f. Discussion skills. The Camat always holds discussions with sub-district officials and the community in determining decisions for development in the District so that it always touches the wishes of the community.

Community Involvement in Development Programs can be seen from various references, where the authors describe and analyze several dimensions that influence community involvement in development programs, namely:

1. Planning dimensions

The importance of the role of development planning becomes an unavoidable part, as a need to draft policies, programs, and activities that will consistently lead to the agreed goals. The planning function is needed to explain and provide rational and responsible decision-making mechanisms for various alternatives to development policies and strategies at the national, regional and smaller village levels.

Based on Law no. 17 of 2007, that the planning period can be long term called the Long Term Development Plan (RPJP) per 20 years, the medium term called the Medium Term Development Plan (RPJM) per 5 years, and the short term called the Annual Work Plan (RKT).) per 1 year. Viewed from the flow of information, planning can be top-down, bottom-up, or both. In terms of the determination or flexibility of future projections, planning can be indicative or prescriptive.

Based on the political system, planning can be allocative, innovative and radical. Meanwhile, planning products can be in the form of plans, policies, regulations, budget allocations, programs or projects. An example of community involvement in development planning is the implementation of musrenbang (deliberation on development plans) from the village level to the national level.

2. Implementation Dimension

At the implementation stage, the community must be involved, because at this stage it is the main benchmark for assessing the extent of community participation in development in an area.

3. Supervision Dimension

According to Williams (2001:273) supervision is a general process of standard standards in achieving organizational goals, comparing actual implementation with these standards, then if necessary, taking corrective action to restore performance to these standards. The basis of the monitoring process consists of:

a. Determine the standards for the implementation of activities.

b. Compare actual performance with desired performance.

c. Take corrective action, if necessary, to correct deficiencies in program implementation.

d. Perform dynamic processes.

e. Monitor feedback

The monitoring process begins when determining the goals to be achieved in an activity, then determining the implementation standards that must be met to achieve these goals. This standard is the basis for comparison to measure the level of implementation of an activity (time standard, cost standard, quantity standard, quality standard and value standard).

The next step in the monitoring process is to compare actual achievements with achievement standards. Comparing benchmarks (benchmarking) is a process that determines how well the executors perform their functions or tasks. The quality of comparison depends on the measurement system and information system used. The better the system, the easier it is to track progress and identify issues that need fixing . The next step in the monitoring process is to identify performance deviations, analyze them, then develop and implement improvement programs. On a regular basis, activities that often get attention, will make the implementers follow the path of achievement in accordance with the desired standards.

In the development process, it is also necessary to monitor whether the community is fully involved or only as an object, not as a subject. The author conducted interviews with:

Empirical studies show that many development failures or development do not meet targets due to the lack of community (political) participation, in fact many cases show that people oppose development efforts. This situation can occur for several reasons:

1) Development only benefits a small group of people and does not benefit the people at large and is even felt to be detrimental.

2) Development even though it is intended to benefit the people at large, but the people do not understand that purpose.

3) Development is intended to benefit the people and the people understand it, but the way it is implemented is not in accordance with that understanding.

4) Development is understood to benefit the people but the people are not included.

Community empowerment must be carried out through 3 stages: (a) Creating an atmosphere or climate that allows community potential to develop, (b) Strengthening potential, resources, or energy. c). Protecting communities in the empowerment process to prevent the weak from becoming weaker.

Community participation in development must have started from the time of planning then implementation, supervision and maintenance. Community participation is a hallmark of modernization in development, it can be seen from; First, active community participation means involvement in the process of determining direction, strategy and policies; second, involvement in sharing the results and benefits of development equitably.

In the concept of development design, participation is seen as a requirement to support the democratization process. All members of the community have the same right to participate in making decisions concerning their lives and livelihoods.

Participation promises a collaborative process where all levels of society can formulate common goals, engage in collective decision making, create space, where this space is a place to express their shared desires.

Encouraging community participation in the planning, implementation, and supervision of government programs does require careful consideration. Not only in terms of costs that must and will be incurred but also whether it is efficient and effective if the program is carried out together with the community. At least this statement views that not all programs will be effective if they are carried out with the community. However, there are at least 3 things that the community can do to support government programs, either directly or indirectly, namely (1) through providing information, (2) providing political support, and (3) donating resources.

Pamudji suggests several styles of government leadership, including motivational style, power style, and supervisory style, which are further explained as follows:

a. Motivational style, namely the leader in moving people by using motivation either in the form of economic rewards, by giving gifts (rewards), so it is positive, or in the form of threats of punishment (penalties) or negative. A Camat must be able to motivate his staff or the people in his area. The author conducted interviews with several community leaders.

b. Power Style, which is a leader who tends to use power to move people. That the way how he uses power will determine his leadership style. This style tends to be referred to as an autocratic government leadership style. On the one hand, leadership style can be one of the right ways if used in the right way and portion. Autocratic style can be used when enforcing a rule. In terms of increasing community participation, a sub-district head needs to involve all stakeholders at the sub-district level to work together to use every authority they have in mobilizing the community to be involved in community participation.

c. Supervision style, namely government leadership based on a leader's attention to group behaviour. In this connection the supervisory style can be distinguished: 1. An employee-oriented leadership style, namely where the leader always pays attention to his subordinates as dignified human beings. This leader understands the needs of his followers and respects (human dignity) or the greatness of humanity; and 2. Production-oriented leadership style, where the leader always pays attention to the production process and its methods. Through improvement of methods and accompanied by adjustment of human resources it is hoped that optimal results will be achieved. So, in this leadership style, the apparatus must adapt to the production process. In relation to increasing community participation in development, a sub-district head must supervise every stage or process of development starting from the planning, implementation and evaluation stages so that the development process carried out can be carried out in a participatory manner and involves all communities in the sub-district area.

V. CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the study, the conclusions can be formulated as follows:

1. The implementation of the Camat's leadership in realizing community participation is very effective. This can be proven descriptively, both the camat leadership condition and the state of community participation are in the high category.

2. The camat leadership has a very strong influence on community participation. This indicates that the leadership carried out by the Camat has a very large potential influence in influencing the community to carry out development.

A. SUGGESTION

1. Basically, the community's assessment of the Camat's leadership and community participation is good but not perfect. This means that there are still people who do not participate in development and there are also people who do not like the leadership of the Camat. Therefore, the Camat must take a persuasive approach, especially for people who are still passive so that overall public awareness can be realized in implementing development.

2. Although the Camat's leadership has a strong influence on community participation, it has not been maximized. This means that there are still many factors that are thought to have an effect on community participation. For this reason, in addition to maintaining the applied leadership pattern, one must also realize that community participation can be influenced by other factors such as motivation, education and giving recognition to the community for achievements.

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