

Evaluating the Effectiveness of the GenBI Work Program in Developing Leadership Skills in Young Leaders

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ABSTRACT

Despite active participation in organizations, many young individuals lack strong leadership and collaborative skills. The GenBI Community (Generasi Baru Indonesia) serves as a platform to cultivate leadership qualities through structured work programs. This study evaluates the effectiveness of GenBI's work programs in shaping leadership attributes among the younger generation. A quantitative approach was employed with data collected from 100 respondents across three case study locations: Muhammadiyah Ponorogo University Commissariat, IAIN Ponorogo, and UNIDA Gontor. A structured questionnaire was used to assess leadership indicators, including fairness, instructional ability, discipline, and responsibility. Data analysis was conducted using Welch's ANOVA to determine the significance of the program's impact. The findings indicate that GenBI's work programs effectively foster leadership qualities among participants. Key indicators such as fairness, the ability to give instructions, discipline, and responsibility were prominently developed. Welch's ANOVA results (significance = 0.107) support the conclusion that leadership skills are positively influenced by participation in these programs. The study highlights the impact of GenBI's main work programs, particularly GEBETAN (GenBI Independent Food Commodity) and Dedication to the Country, in strengthening leadership capabilities. The program employs innovative strategies that inspire and empower youth to assume leadership roles. GenBI's structured programs play a significant role in shaping leadership among young individuals. The effective strategies developed can be adapted to other organizations and communities, fostering broader leadership development across diverse environments.

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1. INTRODUCTION

As society advances into the era of Society 5.0, a significant number of young individuals demonstrate limited understanding of leadership, largely due to the absence of a cultivated leadership mindset (Sukatin, 2022). This gap is particularly pronounced among students, who frequently encounter

challenges in effectively leading organizations, resulting in the suboptimal execution of work programs (Qonita, 2024). Given its pivotal role in driving organizational and societal progress, leadership is a critical competency that students must develop (Lumban Gaol, 2020).

This study explores how the work programs implemented within the GenBI (Generasi Baru Indonesia) Community function as strategic platforms for nurturing leadership qualities among youth. Despite their potential, these programs often face setbacks due to low levels of participation and engagement from members (Jannah, 2022). Effective implementation requires clearly defined goals, sufficient resources, and systematic planning.

For young individuals aiming to contribute meaningfully to society, active involvement in student organizations during their academic journey is essential. These organizations provide valuable opportunities for experiential learning, personal growth, and community engagement (Nastiti, 2023). Through consistent participation, students can cultivate key leadership competencies, better preparing them for future roles in both organizational and societal contexts.

However, challenges such as poor communication and inadequate coordination often impede the successful execution of organizational programs (Shauma & Purbaningrum, 2022). Miscommunication is a common issue within student-led groups (Lumintang, 2015), emphasizing the need to foster effective communication and coordination practices to achieve shared goals (Fauzan Ahmad Siregar & Lailatul Usriyah, 2021). Foundational leadership skills—particularly in communication, coordination, and collaboration—are essential for developing a strong leadership identity.

In order to ensure an effective work program, it is important to effectively manage the organization's work program and consider factors that affect policy implementation (Aming, 2022). Work program management encompasses planning, implementation, and evaluation (Ares & Yona, 2021). Suboptimal management within the organization can impede the execution of the work program. Additionally, leadership must reinforce critical dimensions such as performance control, management commitment, active involvement, and organizational culture, as leadership influences the direction in which the organization progresses (Dongping & Liying, 2024).

Previous research by Sofianti (2022) indicates that communication and individual character positively influence performance and organizational commitment within GenBI. These findings highlight the significance of communication as a key factor in leadership development. However, most studies have primarily examined communication in the context of organizational performance and commitment, rather than explicitly exploring its role in shaping leadership. This gap necessitates further research to assess how communication functions as a leadership indicator within GenBI.

Similarly, a study by Anawati et al. (2023) emphasized the importance of active member participation in GenBI, particularly in implementing work programs. Strong participation facilitates smooth program execution, enhances effectiveness, and supports goal achievement. However, existing research has not extensively explored how active participation contributes to leadership development. Addressing this gap, the present study aims to evaluate the GenBI work program's effectiveness in cultivating leadership qualities among young individuals and to recommend strategies for optimizing leadership development.

This study was initiated due to the limited research specifically investigating the effectiveness of GenBI's work program in fostering leadership skills among youth. Leadership is fundamental to national development, as it drives organizational success, enhances member engagement, and influences group dynamics (Nawawi, 2016). According to Yukl (1998), leadership involves guiding individuals toward common goals, fostering understanding, and facilitating collective efforts.

The primary objective of this research is to assess the efficacy of GenBI's work program in nurturing leadership skills among its members. This study examines the level of member participation in the GenBI program, evaluates the effectiveness of its work programs in developing leadership skills, and identifies strategies to enhance leadership development within the organization. By providing empirical insights into these aspects, this research aims to serve as a reference for future GenBI work programs, ensuring they effectively nurture leadership skills among young individuals.

2. METHODS

This research uses a quantitative approach with a survey method through a questionnaire distributed online using Google Forms to evaluate the effectiveness of the Generasi Baru Indonesia (GenBI) work program in shaping the leadership spirit of the younger generation. The researcher took a direct approach by meeting face-to-face with some of the respondents to ensure a good understanding of the survey questions and increase the participation rate. In addition, researchers also made periodic reminders to respondents through digital communication media to encourage other respondents to fill out the survey objectively and on time.

The research population included all GenBI members in the Ponorogo region for the 2023/2024 period, with a sample of 100 respondents selected using a stratified random sampling technique, where the population was divided based on the educational institution of origin to ensure proportional distribution. The sample consisted of 34 respondents from Muhammadiyah Ponorogo University, 33 respondents from IAIN Ponorogo, and 33 respondents from UNIDA Gontor so that each university had a balanced representation. The selection of the number of respondents aims to avoid bias in data collection and provide a more accurate picture of the effectiveness of the GenBI work program in various academic environments.

The instrument used in this study was a closed questionnaire consisting of questions with a 5-point Likert scale (very able, able, quite able, unable, very unable) to measure respondents' attitudes and perceptions. In addition, there were three open-ended questions aimed at collecting additional qualitative data. Data was collected during the period July to September 2024 through self-completion by respondents, which was then automatically stored in the system.

After the data was collected, the analysis was performed using SPSS software. The analytical process comprised several stages:

1. Validity Test: This stage assessed the accuracy of the measurement instrument, with a significance level of $p < 0.05$, indicating that each question item is deemed valid.
2. Reliability Test: Utilizing Cronbach's Alpha, this test evaluated data consistency, with a significance level of $p > 0.6$, suggesting that the data is reliable when measured repeatedly.
3. Normality Test: The Kolmogorov-Smirnov (K-S) test was employed to examine the data distribution, with a significance level of $p > 0.05$ signifying that the data follows a normal distribution.
4. Homogeneity Test: Levene's Statistic was used to determine the similarity of variance across groups, with a significance value of $p > 0.05$ indicating that the variance between groups in this study is not significantly different.
5. Welch's ANOVA Test: The analysis was furthered by conducting this test, using a significance level of $p < 0.05$ to compare the means of several distinct groups following the homogeneity assessment.

3. FINDINGS AND DISCUSSION

GenBI is a community of BI scholarship recipient students, aiming to foster future leaders through its three pillars: agent of change, future leader, and frontliner. Based on quantitative research conducted at the GenBI Kediri Community Commissariat of Muhammadiyah Ponorogo University, UNIDA Gontor, and IAIN Ponorogo, with 4 excellent programs: GEBETAN (GenBI Independent Food Commodity), Dedication to the Country (PSBI Program), Educational Video (GenBI Content), and Scan QRIS (QRIS Connect), the researchers obtained the following results:

3.1 Level of Member Participation in the GenBI Program

The level of participation of GenBI members is an important indicator in assessing the effectiveness of organizational work programs. This participation reflects the extent to which members are involved in various GenBI community activities. Job satisfaction in organizations is strongly influenced by the

quality of leadership (Pandia et al., 2023). A leader who can coordinate work programs well will encourage more active member participation in program implementation. Thus, the level of member participation has a significant influence on the successful implementation of the work program (Pratama et al., 2022).

Based on general observations, the average attendance of members in each work program is around 96%. There are a total of 150 members of the GenBI Community in 3 Commissariats, with 50 members each. The commissariats include Muhammadiyah Ponorogo University, UNIDA Gontor, and IAIN Ponorogo. The calculation results are obtained from :

$$\text{Participation Rate} = \frac{\sum \text{Number of Attendance}}{\sum \text{Number of Registered Members}} \times 100\%$$

$$\text{Participation Rate} = \frac{150 + 150 + 135 + 145}{150 \times 4} \times 100\%$$

$$= \frac{580}{600} \times 100\%$$

$$= 96\%$$

The participation level of members in the implementation of GenBI work programs is notably high, particularly in the mandatory 4 work programs for the 2023/2024 period, with an impressive participation rate of 96%. This high level of involvement is consistent across all work programs, as it is expected that GenBI members actively engage in various activities, whether at the commissariat, co-commission, or BI programs.

To enhance member participation, organizational leaders must choose the right leadership style. Transformational leadership is regarded as particularly effective, as it has been demonstrated to positively influence members' motivation and performance (Doutel et al., 2023), thereby encouraging their active involvement in various work programs. Furthermore, effective leaders should comprehend and implement principles of justice in their leadership, especially during the decision-making process (Asbari, 2023). In the current digital era, it is also essential for leaders to be aware of digital security and cyber hygiene (Eliza et al., 2024). Therefore, leadership that integrates transformational qualities with adaptability to technological advancements is increasingly crucial for fostering member participation and enhancing the overall effectiveness of organizational work programs.

The results showed that the level of participation of members in the GenBI work program was very high, with the majority of members actively participating in positive activities related to the development of leadership skills in the four work programs studied. This finding is in line with research conducted by (Surtiana et al., 2022) that active participation of members in organizations has a positive influence on the learning achievement of the younger generation. In addition, research by (Hanung et al., 2024) showed that involvement in student organizations not only has an impact on academic aspects, but also increases students' confidence in making decisions, communicating, and facing challenges in social and professional environments. Thus, active participation in organizations such as GenBI can be an effective means in shaping leadership character and professional readiness for its members.

The level of participation is high due to good management within the organization or community. Effective management involves job analysis, HR planning, recruitment and selection, orientation and placement, training and development, and performance appraisal (Nawawi, 2016) .

3.2 Effectiveness of the GenBI Work Program in Forming Leadership Spirit

A great leader is one who has the love, loyalty, and courage to defend the nation and homeland through their respective professional fields (Asyafiq, 2016). Several stages must be carried out to observe the effectiveness of the GenBI work program in shaping the leadership spirit. The stages in carrying out this quantitative research are to conduct validity, reliability, normality, homogeneity (optional), and ANOVA tests. The level of effectiveness of work programs can be measured through 2 dimensions including on-time and quality (Aming, 2022).

The validity test in table 1 and 2 shows that of the 9 items in variable X, all have a significance value of less than 0.05, which means that each item is valid. Likewise, in variable Y which consists of 13 items, the test results also show a value of less than 0.05, which indicates that all items are valid. With a total of 100 respondents, the r table used is 0.195. Because the calculated r of each item is greater than the r table, it can be concluded that all items in variables X and Y are valid.

Table 1. Validity Test of Variable X (Effectiveness of Work Program)

Variable X	R Value Calculation	R Table Value	Sig. Value	Information
1.	0.777	0.195	0.000	Valid
2.	0.595	0.195	0.000	Valid
3.	0.657	0.195	0.000	Valid
4.	0.714	0.195	0.000	Valid
5.	0.454	0.195	0.000	Valid
6.	0.693	0.195	0.000	Valid
7.	0.670	0.195	0.000	Valid
8.	0.564	0.195	0.000	Valid
9.	0.695	0.195	0.000	Valid

Table 2. Validity Test of Variable Y (Leadership Soul)

Variable Y	R-Value Calculation	R Table Value	Sig. Value	Information
1.	0.496	0.195	0.000	Valid
2.	0.309	0.195	0.002	Valid
3.	0.467	0.195	0.000	Valid
4.	0.360	0.195	0.000	Valid
5.	0.487	0.195	0.000	Valid
6.	0.371	0.195	0.000	Valid
7.	0.564	0.195	0.000	Valid
8.	0.638	0.195	0.000	Valid
9.	0.462	0.195	0.000	Valid
10.	0.486	0.195	0.000	Valid
11.	0.572	0.195	0.000	Valid
12.	0.568	0.195	0.000	Valid
13.	0.357	0.195	0.000	Valid

According to Sujarweni (2014), a questionnaire is considered reliable if the Cronbach's Alpha value is more than 0.6, which indicates good internal consistency between items in measuring the same variable. Based on the results in Table 3, Cronbach's Alpha value was obtained as 0.798 for variable X, and 0.707 for variable Y. Both values are higher than the minimum limit of 0.6 set by Sujarweni, so it can be concluded that the questionnaire on both variables has very good reliability and is consistent in measuring the constructs studied.

Table 3. Reliability Test with Cronbach's Alpha

Variable	Cronbach's Alpha	Information
Variable X (Effectiveness of Work Program)	0.798	Reliable
Variable Y (Leadership Soul)	0.707	Reliable

Following the Kolmogorov-Smirnov (K-S) normality test conducted by the researcher on table 4, it was concluded that the residual significance value obtained was 0.822, which exceeds 0.05. This suggests that the data is normally distributed.

Table 4. Normality Test with Kolmogorov-Smirnov (K-S)

Variable Y	Statistic K-S	p-value	Information
Leadership Soul	0.630	0.822	Data normally

Based on the results of Table 5, the homogeneity test was conducted on the data variance from Muhammadiyah University of Ponorogo, IAIN Ponorogo, and UNIDA Gontor. The significance value obtained was 0.045, which is smaller than the reference significance level of 0.05. Therefore, it can be concluded that the variance between the three groups is not homogeneous. This indicates that the variance of the data obtained from students of Muhammadiyah University of Ponorogo, IAIN Ponorogo, and UNIDA Gontor is not the same. As a result, the analysis continued using Welch's ANOVA test, which was chosen due to its resistance to differences in variation between groups.

Table 5. Homogeneity Test with Levene's Statistic

Variable Y	Levene's Statistic	p-value	Information
Leadership Soul	3,209	0,045	non-homogeneous variance

Based on the results of Welch's ANOVA test conducted to compare the averages between the leadership skills of the younger generations from Muhammadiyah Ponorogo University, IAIN Ponorogo, and UNIDA Gontor, a significance value of 0.107 was obtained. This value is greater than the 0.05 significance level used as a reference, so it can be concluded that there is no statistically significant difference between the averages of the three groups. Nevertheless, in practical terms, small differences in the effectiveness of the leadership program can still be observed through descriptive analysis. The practical form is that GenBI members showed a fair attitude in dividing tasks while running the work program, some members began to be able to give clear instructions to their team in implementing the work program, GenBI members always attended meetings on time and completed tasks according to deadlines, and an increased sense of responsibility of GenBI members for each task they had. This shows that the work program implemented can form a leadership spirit in the younger generation.

Table 6. Welch's ANOVA Test

Welch	Leadership Soul			
	Statistic	df1	df2	Sig.
	2.315	2	60.687	0.107

The effectiveness of a work program can be measured in two dimensions: time and quality (Aming, 2022). According to findings in the field, a work program can be considered effective or good if it has clear goals, appropriate targets, a clear description, structure, improves communication, manages conflict, increases a sense of responsibility, promotes teamwork, enhances skills, and fosters leadership. These criteria can be evaluated based on both time and quality.

There is no significant difference between the effectiveness of the GenBI work program in shaping the leadership spirit of the young generation in the three universities used as research sites. This can be caused by the implementation process, implementation standards, and methods used being the same, in each university. The duration and intensity of the work program are evenly distributed and also useful in the research results.

The effectiveness of the GenBI work program in shaping the leadership spirit of the younger generation is not only influenced by the program itself, but also by various other factors, both internal and external. Internally, previous leadership experience in other organizations, the academic environment, and student organizational culture can contribute to one's leadership development.

Individuals who already have leadership experience may find it easier to develop leadership skills than those who are involved in organizations for the first time. Meanwhile, externally, support from various parties, such as lecturers, mentors, and the social environment, also plays a role in shaping leadership character. In fact, in some cases, these external factors can have a more dominant influence than the GenBI work program itself. Therefore, in evaluating the effectiveness of this program, it is necessary to consider various factors that contribute to the leadership development of its members.

Thus, it can be interpreted that the effectiveness of GenBI work programs tends to be effective. However, based on the findings in the field, the dominant leadership spirit can be developed through the activities of GEBETAN (GenBI Independent Food Commodities) and Dedication for the Country / PSBI. Based on the indicators that have been tested they are more able to shape the leadership spirit of the younger generation more intensely.

The effectiveness of the GenBI work program in shaping the leadership spirit of the younger generation is very relevant when applied to other student organizations. GenBI's work program seeks to improve the spirit of leadership, soft skills, social spirit, communication, and so on. So that the GenBI community can be adapted to improving the quality of student organizations, especially in terms of leadership. The programs held by GenBI add insight into facing real challenges and improve critical thinking skills and good managerial skills. This finding is also supported by research (Hanung et al., 2024), which confirms that leadership training and organizational management for students contribute to increasing organizational effectiveness and student readiness in the professional world.

GenBI's innovative approach, which places a strong emphasis on social care, offers a valuable framework that can be effectively applied across a multitude of student organizations. Engaging students in meaningful social awareness activities not only highlights the crucial role of leadership but also fosters an environment where positive change can flourish within local communities. Through these experiences, students can develop into empathetic, sensitive, and responsible individuals who are solution-oriented, wise, and ultimately beneficial to the lives of others.

In addition, the foundational leadership principles that thrive within the GenBI community such as the art of effective communication, the critical skill of time management, and the ability to navigate complex problem-solving scenarios can be seamlessly integrated into a variety of other student organizations. By embracing this holistic approach, organizations beyond GenBI can nurture young leaders, equipping them with the essential tools to confidently face the professional landscape and make impactful contributions to society at large.

3.3 Strategies for Forming Leadership Spirit through the GenBI Work Program

In order to address the issues of lack of leadership spirit, low participation, motivation, communication, coordination, suboptimal organizational management, and lack of supervision among the younger generation, it is essential to implement a well-planned strategy to cultivate their leadership abilities. Therefore, the strategy to foster leadership spirit in the younger generation within the GenBI work program includes :

3.3.1 Through the implementation of the GEBETAN work program (GenBI Komoditas Pangan Mandiri)

Economic growth in Indonesia is currently at a low-quality level (Asyafiq, 2019). In response, the Indonesian government, particularly Bank Indonesia, has launched the GNPIP (National Food Inflation Control Movement) in collaboration with the Regional Inflation Control Team (TPID) to manage inflation, especially that caused by rising food prices. One of the key initiatives is the GEBETAN (Gendi Komoditas Pangan Mandiri) program, which offers GenBI members the opportunity to work together with KWT (Kelompok Wanita Tani) in independent farming activities. This program requires members to take responsibility for the entire process, from planning to implementation, emphasizing the importance of project management and team leadership skills. Additionally, effective communication and cooperation

with the KWT group are crucial. Members also face challenges in coordinating with local farmers who have structured operations, which adds another layer to the initiative.

The GEBETAN work program presents an exciting opportunity for GenBI members to engage in collaborative farming activities with KWT (Kelompok Wanita Tani) while working independently. Throughout this program, members will take on a range of responsibilities encompassing every stage of the process, from initial planning to the final implementation. This entails the need for strong project management and team leadership skills. Effective communication and collaboration with the KWT group are key aspects of this program. Furthermore, participants will also encounter various challenges in the field, including the coordination required with established local farmers.

GenBI (GenBI Independent Food Commodity): helps KWT to grow chili and other crops that can prevent inflation. One example is the GenBI Commissariat of Muhammadiyah Ponorogo University held inflation prevention/GNPI activities in Kaponan Village, Mlarak Ponorogo with KWT Cerah Sejahtera. There was also implementation in Nglumpang Mlarak Village, Kunti Bungkal, Manuk Siman, and Kadipaten Babadan.

At GenBI UMPO, IAIN Ponorogo, and UNIDA Gontor, the GEBETAN program is a comprehensive initiative that involves the organization of 5 groups, each comprising 10 members. The program encompasses various activities such as forming groups, scouting suitable locations for the activities, providing seeds to the local women farmers' group (KWT), planting and tending to a variety of crops including chilies, eggplants, tomatoes, and shallots, as well as carefully monitoring the gradual growth process, and ultimately harvesting the results of the planted seeds.

With this GEBETAN (GenBI Independent Food Commodity) work program, the leadership spirit of the younger generation can be further developed. To be an effective leader, there are at least 5 basic characteristics, the first of which must have a strategy, second executor, talent manager, HR development, and personal skills (Mu'ah, 2019). From the GEBETAN activities, the indicators in the leadership spirit that emerge are improving communication skills, decision-making, responsibility, discipline, and fairness in the distribution of tasks.

3.3.2 Implementation of the Dedication for the Country Work Program (PSBI Program)

Dedication for the Country Work Program (PSBI) is a valuable initiative, as it allows GenBI members to engage in community service activities. The program's primary goal is to support underprivileged schools and organizations. For instance, GenBI Muhammadiyah University of Ponorogo has provided social assistance to MI 6 Ngelegok Jenangan and conducted community-based participatory research (CBPR) outreach to students and their guardians. Through this program, each member has the opportunity to cultivate leadership qualities, empathy, and a sense of responsibility.

The helpline services provided include carpets, tables, LCD projectors, and more. Hopefully, these facilities and infrastructure will be beneficial for schools or organizations in need. Through this, the GenBI community plays a significant role in enhancing the leadership qualities of its members. Active participation in implementing work programs can greatly influence members' leadership skills and spirit (Junaedi et al., 2023). Leadership management training within work programs can cultivate a positive leadership spirit (Hatmi & Sihite, 2023).

Training and development are essential in any community or organization to foster high-quality human resources, particularly in enhancing leadership capabilities. According to (Bhatt, 2020), these initiatives can lead to improved competence, performance, and reduced errors. Additionally, (Sukmo Hadi Nugroho, 2022) emphasizes the importance of structured human resource management, encompassing managerial, operational, and goal-oriented functions, to effectively reach organizational objectives.

With the Dedikasi untuk Negeri work program, the indicators of being able to develop the leadership spirit of the younger generation are social interaction, teamwork, decision-making process, being able to provide instructions, motivation, discipline, responsibility, and fairness.

3.3.3 QRIS Scan Work Program Implementation

Upon joining GenBI, new members participate in the Scan QRIS program, which introduces them to the use of QRIS (Quick Response Code Indonesian Standard) as a digital transaction tool. This initiative is designed to enhance members' adaptability to emerging technologies while simultaneously fostering critical thinking in technological contexts. Moreover, the program offers practical opportunities for members to engage in direct communication with key stakeholders, including small-scale merchants and consumers, thereby strengthening interpersonal and negotiation skills.

The Scan QRIS program has been found to contribute significantly to the development of leadership qualities among members. Key indicators that emerge from participation include improved communication skills, effective change management, heightened sense of responsibility, and increased discipline—all of which are essential components in cultivating a strong leadership identity.

3.3.4 Implementation of the Educational Video-Making Work Program

Educational videos are another key program to create informative and engaging educational content on a digital platform. In the video-making process, members learn to plan, script, shoot, and edit, all of which require teamwork and project management. Although not everyone is involved in making educational videos, there is a lot of impact after watching the results of the educational videos.

With the existence of a work program for making educational videos, teamwork and communication can be formed.

Based on the implementation of the four GenBI work programs described above, it can be concluded that the ones that are more effective in forming a leadership spirit are the GEBETAN (GenBI Independent Food Commodity) and Dedication to the Country work programs. The basis for the conclusion is the results of findings in the field during program implementation.

Apart from the aforementioned four work programs, there are several additional initiatives aimed at nurturing the leadership abilities of the younger generation. For example, the GenBI Development Program (GDP) is being implemented in Jambuwuluk, Batu, and Malang. The GenBI Kediri co-ordinator also organizes the GenBI Carving Smiles (GMS) and GenBI Cares for Sharing programs, which involve providing support to those in need. Moreover, different programs are offered in each commissariat, such as the EXPAND UMKM and SDP organized by GenBI Muhammadiyah University Ponorogo, the Business Plan Competition and G-Fest organized by UNIDA Gontor, and the AKSARA Program organized by IAIN Ponorogo.

Therefore, strategies that can be used to form young people who have the right leadership spirit are:

1. By providing opportunities to be active and cooperate in each work program.
2. Conducting self-development and training regularly
3. Providing opportunities to be active in participating in social activities
4. Conducting evaluation and feedback on every activity carried out
5. Provide clear responsibilities and roles
6. Build a culture of effective communication
7. Present appropriate role models or mentors
8. Encourage creativity and innovation in leadership

These strategies are expected to be developed across various communities and student organizations at different universities, maximizing the efforts of the GenBI Community to nurture future leaders with a strong leadership spirit and various leadership indicators. This aligns with findings by (Walidin et al., 2023), which indicate that training can enhance the leadership and management skills of student organizations. These skills include effective communication, efficient resource management, and strategic decision-making. Additionally, research by (Azidin et al., 2022) demonstrates that training methods involving discussions, case studies, and simulations can significantly enhance students' leadership abilities. Consequently, the implementation of strategies by GenBI can serve as an effective model for building student leadership capacity through structured, experience-based programs.

The essential traits of a strong leader include having a clear vision and mission, possessing necessary skills, providing opportunities, motivation, wisdom, the ability to give instructions, strategic thinking, fairness, strong communication skills, decisiveness, discipline, steadfastness, and responsibility (Mu'ah, 2019). Additionally, trust-building, interpersonal, and decision-making skills are also crucial for shaping effective leadership (Bakhtiar, 2020). Therefore, the existence of GenBI plays an important role in honing the spirit of student leadership through various work programs oriented towards developing these skills.

Based on the research findings, four dominant indicators have been identified as essential qualities in a leader, each demonstrating significant influence. These indicators—fairness, the ability to give instructions, discipline, and responsibility—are fundamental in shaping a strong leadership spirit. Therefore, these attributes can be considered key components that contribute to the development of effective leadership skills and character.

4. CONCLUSION

The findings of this study indicate that the participation rate in the GenBI work program was high, with an average attendance of 96% across the three commissariats (Muhammadiyah Ponorogo University, UNIDA Gontor, and IAIN Ponorogo) from a total of 150 members. However, Welch's ANOVA test revealed no statistically significant difference in leadership skills among groups participating in GenBI work programs ($p = 0.107$). Despite this, certain activities, particularly GEBETAN (GenBI Independent Food Commodities) and Dedication for the Country (PSBI), were found to be more influential in developing leadership qualities, especially in fairness, the ability to give instructions, discipline, and responsibility. The strategies discussed for enhancing leadership quality among GenBI members can also be adapted for other organizations and communities.

While the study confirms the effectiveness of the GenBI work program in fostering leadership skills, several limitations should be acknowledged. Due to the limited number of previous studies on this program, comparisons with existing literature were challenging. Additionally, the study did not thoroughly analyze external factors such as institutional support, mentor involvement, access to leadership training, and professional networks, all of which could impact the program's effectiveness. Future research should explore these elements to provide a more comprehensive evaluation of leadership development in student organizations.

As a practical implication, student organizations and community groups can adapt the GenBI work program model to cultivate leadership among their members. Programs like GEBETAN and Dedikasi untuk Negeri can be tailored to suit the specific needs and available resources of different organizations. Moreover, enhancing partnerships with external institutions, providing continuous leadership training, and conducting regular evaluations could further improve the impact of such initiatives. Future research should investigate the applicability of this model in other organizational settings and identify key success factors that contribute to its effectiveness.

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