URBAN COMMUNITY-BASED ORGANIZATIONS YOUTH LEADERSHIP IN SELECTED INDONESIAN CITIES

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URBAN COMMUNITY-BASED ORGANIZATIONS YOUTH LEADERSHIP IN SELECTED INDONESIAN CITIES

by

TAUFAN TEGUH AKBARI

Thesis submitted in fulfillment of the requirements
for the degree of
Doctor of Philosophy

August 2019



DECLARATION

I hereby declare that the project is based on my original work except for quotations and citation which have been duly acknowledged. I also declare that it has not previously or concurrently submitted for any other degree at USM or any other institutions.

_____

(Signature)

NAME **:** TAUFAN TEGUH AKBARI
DATE **: August 2019**

Surah Ash-Shu'ara (Chapter 26), verses: 83-85.

بِالصَّالِحِينَ وَأَلْحِقْنِي حُكْمًا لِي هَبْ رَبِّ

الْآخِرِينَ فِي صِدْقٍ لِسَانَ لِّي وَاجْعَل

النَّعِيمِ جَنَّةِ وَرَثَةِ مِن وَاجْعَلْنِي

"*…My Lord, grant me wisdom, join me with the righteous; give me a good name among later generations ; make me one of those given the Garden of Bliss…*"

Holy Quran, Surah Taha, Verse 114.

"And say my Lord increase me in knowledge"

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The Glorious Qur'an Verse 39:9 – *the Qur'an addresses all people and indicates that people will be judged by their knowledge and understanding*.

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KEPIMPINAN BELIA DI BANDAR RAYA INDONESIA : KAJIAN TERHADAP PEMIMPIN MUDA TERPILIH DI KOMUNITI

ABSTRAK

Pergerakan belia berasaskan komuniti telah mula tersebar sejak tahun 2019 yang lalu. Pencetus utama dalam pergerakan ini adalah generasi muda. Orang muda adalah kunci kepada pembentukan gerakan, di mana mereka cuba mula menafsirkan masalah sosial dengan penyelesaian melalui pelbagai gerakan sosial. Apabila remaja menguasai elemen kepemimpinan, sebagai pemimpin mereka dapat mengembangkan kesedaran ini ke tahap yang lebih tinggi. Tujuan penyelidikan ini untuk mengkaji peranan pemimpin pemuda dalam melampirkan pemikiran dan emosi kepimpinan mereka, untuk mengkaji peranan pemimpin pemuda mempamerkan tingkah laku kepimpinan mereka sendiri dan untuk membina dan penjelasan kerangka tipologi "Kepimpinan Belia" berdasarkan Komuniti - Organisasi Berbasis (CBO) di Bandar Raya Indonesia. Penyelidikan ini akan memberikan maklumat berharga mengenai konsep '*Torch Model Youth Leadership*' melalui peranan pemimpin muda dalam peringkat kepimpinan masyarakat berpusat di Indonesia. Penyelidikan ini menggunakan pendekatan deskriptif kualitatif melalui strategi penyelidikan tambahan, yang melibatkan andaian ontologi yang melihat realiti sosial sebagai pembinaan sosial terhadap 35 pemimpin muda berasaskan komuniti sebagai pelakon sosial. Penyelidik memasuki dunia sosial harian mereka untuk memahami kehidupan sosial mereka. Mereka adalah tokoh yang mewakili golongan muda yang cemerlang yang telah bekerja dan mencipta kesan melalui komuniti di beberapa bandar di Indonesia.

URBAN COMMUNITY-BASED ORGANIZATIONS YOUTH LEADERSHIP IN SELECTED INDONESIAN CITIES

ABSTRACT

Community-based organization (CBO) youth movements have outspread since 2009 in Indonesia. The main actors in these movements are the millennial generations. They are the key to a social transformation, in which they began to try to interpret a social problem solved through various social movements. As they learn leadership, they develop an increased awareness of what is expected of them as a leader". The purpose of this research are to investigate and examine the meanings youth leaders attach to their own thoughts, emotions and behaviors of leadership, and to construct explanatory framework of leadership typologies. This study was conducted on 35 CBO youth leaders as a social actor, implemented qualitative descriptive approach through abductive research strategy and purposive sampling. Results showed that exposure to CBO youth leaders that have demonstrated high enthusiasms and strong desires through various innovative programs in solving social problems. CBO youth leaders emerging to serve different social context. This can become theoretical contribution for academical gap in leadership literature. This research provide valuable information regarding the concept of 'Torch' model, dimensions, leadership definition and typologies of urban community-based organization youth leaders in Indonesia. The results showed that the majority of CBO leaders are 'Penyatu' whom mobilizes others in order to accelerate impacts and conduct positive activities. Results suggested that CBO leaders regeneration skills need to be improved, learn to enhance interpersonal skills with the members and maintain organization sustainability.

Keywords : *Youth Leadership, TORCH Model, Urban Community-Based Organization (CBO)*

CHAPTER I

INTRODUCTION

1.1 Background of the Study

1.1.1 Demographic Bonus and Youth Population

These days, adolescents and youth represent the largest generation in human history. Youth (millennials generation) are majority of the population today. One third to almost one-half of the population in developing countries is under 20 years old. At least 80 million young people live in Indonesia, making up a third of the population. Based on data stated that the "growing working-age population, Indonesia's young and expanding population could total 280 million by 2030, up from 240 million todays". About 90 million millennials between 20-34 years in 2018 with a prediction of 180 million productive age in 2030 (BPS, 2018). In 2020, the young will continue to lead the way as 47 percent of Indonesia's population will be under 30 years old. Meanwhile in 2018 there are 49.52% of Indonesian active internet users are millennials from 18 to 34 years. They have a different role in society as a leader, workers and innovators of the world.

The United Nations Population Division estimates that the population could reach 280 million by 2030 from around 240 million in 2011. They expect around 70 percent of the overall population in 2030 to be of working age (between 15 and 64) and 10 percent to be below the age of 15. "Youth refers simultaneously to a cultural group, an age cohort, and a socio-political category".[1] The notion of youth as a cultural group emerged in the post-World War II era when young people with access to markets and goods were distinguished by certain tastes, lifestyle choices and

[1] (WYR, 2005: 87, 95) in Herrera (2005 p.1426)

patterns of consumption. As youth culture has come to dominate global markets age has become less important than consumption patterns.

The age parameters of youth vary according to different contexts and institutional definitions: The United Nations, for example, defines youth as people between the ages of 15 and 24 years inclusive (UNESCO 2002b), the World Bank sets a younger bar defining youths as 12–24 year olds, and in various youth ministries in developing countries the outer limits of youth extend to 40, the expected age of economic independence and marriage. The United Nations definition of "Youth" commonly comprises those aged 15-24 (overlapping the confusing notion of "children" that consists the age of 0-17), according to Indonesian law (similar to several other countries such as Asia, Africa and South America) the formal age of "young people" has been staggeringly extended. The situation for young people in Indonesia is as diverse, promising and complex as the nation itself.[2] According to Indonesia's 2009 Law No. 40 on Youth, young people are citizens aged 18-30 years. The age groups focus within this research start from 16-30 years old, which is based on Indonesian government regulations.

This huge cohort of young people will inherit the development efforts of today. It is vital that they are included in making decisions about the kind of Indonesia they want to live in. The challenges and opportunities brought by this demographic change is addressed and harnessed in order to achieve national development goals. Increased poverty, social inequalities, low quality education, gender discrimination, widespread unemployment, health systems and rapid globalization are the realities that face by the young people today.

[2] For a more complete picture of the status of youth in Indonesia, please refer to the upcoming UNFPA-commissioned 'Youth Monograph' publication (2014).

This sizeable youth population is both a significant opportunity and a major challenge. Development can be accelerated when the majority of young people are able to make significant contributions to economic, social and political life in a way that reduces poverty, ensures greater stability, and promotes healthier societies. Alternatively, peace, progress and prosperity often held back when nations are unable to meet the basic needs of their young people, particularly in the areas of education and employment. Indonesian millenials are also a target of development because of the challenges in health, education, economic opportunity, technology, citizenship, and safety and security. The national law and many of the supporting government policies and programmes designed to improve the way youth are targeted, engaged and empowered.[3]

Young people hold the key to society's future. Their ambitions, goals and aspirations for peace, security, development and human rights are often in accord with those of society as a whole. Reflecting upon this finding, young people hold an imperative and strategic role in leading the nation towards a direction of where it will go[4]. Youth should be engaged as central actors in identifying issues that concern them and in formulating solutions. As the next generation, the youth are expected to be able to appear as new leaders in various fields: economy, social, cultural, and politics.[5]

By 2030, it is predicted that Indonesia will become one of the nations in the world with the highest rate of youth as productive citizens covering over half the

[3] Goodwin, Nicholas and Martam, Irma. (2014). *Indonesian Youth In The 21st Century*. UNFPA (United Nation), p.3.
[4] http://news.liputan6.com/read/731585/pemuda-harus-mampu-mendorong-daya-saing (accessed 9 April 2014 – 13.40 WIB)
[5] Julianery (2010)

total population.[6] Youth movements developing in the realm of change are present through various groups, communities and establishing organizations. A new era of mass collaboration is emerging. Nowadays, is an age of participation where the generation has deeper engagement to social activity, actively involved in social discussion and bound their relationship in an existing community. The definition of community is comprehensive networks of individual relationship that meet routine needs and express common interests.[7]

1.1.2 The Role of Youth in Nation Building

During 1945 – 1970, Indonesia had many youth organizations that have played their role towards the independence of its nation. Members of these organizations consisted of young men and women that were courageous, honest and willing to sacrifice all in the name of its people and nation. History has shown that the youth have always initiated ideals and progress for change and the betterment of its country. They had already begun their role long before the birth of the Indonesian state.

They established youth group of Boedi Oetomo in 1908 paved the road for following organizations progressing in the name of youth. The birth of Boedi Oetomo on the 21st of May 1908 initiated the young Indonesian movement towards a modern form of organizations. The Youth Pledge of 28 October 1928 is commemorated as the day that the diverse elements of a nation united as one. An official milestone that gave birth to the Indonesian nation, where previously the nomenclature or phrase of Indonesia had yet to be used to name its nation, language

[6] http://lipi.go.id/berita/single/Optimalkan-Manfaat-Bonus-Demografi-Untuk-Kemajuan-Indonesia/13602
[7] Brennan, M. A., Spranger, M., Cantrell, R., & Kumaran, M. (2014). IFAS Community Development: Enhancing community through social interaction. [Adobe Digital Editions version]. Retrieved from http://edis.ifas.ufl.edu/fy717 (p.1)

and its motherland. The Youth Pledge (Soempah Pemoeda) states the desire to unite, to breathe a union of freedom, to build fellowship and equality; a united country, united nation and united language of Indonesia.

Today's youth have higher expectations than the generations before them, with a stronger grasp of their rights and a clearer vision of what they are capable of accomplishing. UNFPA representative from Indonesia Mr. Jose Ferari said, "Youth have a valuable contribution to make in Indonesia. When youth are engaged in processes to influence the policy decisions that affect them, they have the ability to improve the policy focus, find innovative solutions and increase youth participation. Young people need to provide advice and technical guidance on how to best manage the issues that affect them. There is a duty on the part of governments around the world to assist and collaborate with young people to reach these goals". [8]

Tapscott and Williams (2008) also stated that this is the era of 'We the People'. It is no longer just a political expression of a hopeful ode to the power of the masses, but it also a description of how ordinary people now have the power to innovate, create value, and a lead to role. In essence to it, the raised of mass collaboration has changed the hierarchy of power like never before. A few years ago, collaboration was mostly happen in small scale. It took place among relatives, friends, and associates in households, communities, and workplaces.[9] Indonesia's youth are an asset of development. Youth, as well as being a major part of the workforce, are also a determinant of economic conditions. The economic challenges facing youth include the improvement of productivity in an increasingly competitive globalized market. They are creative, innovative, and productive with an increased

[8] UNFPA (2014: p.3)
[9] Solis, B. (2010). Engage! The complete guide for brands and business to build, cultivate, and measure success in the new web. New Jersey, NJ: John Wiley & Sons Inc.

capacity to compete, not just in the global market but domestically as well.[10] The new approach tries to trace the reaction of the youth to the challenges of modernity and globalization, while at the same time trying to trace the category of youth as "sites of resistance" to every accepted norm and rules of existence in the current era of globalization.

From a demographic viewpoint, Indonesia's youth are part of the productive age bracket. This means they represent opportunity for both the present and future prosperity of the Indonesian nation. Indeed, throughout Indonesia's history youth have played major roles in bringing political, social and economic change and driving the country forward. The World Bank and others have described the large numbers of young people as a "demographic bonus."[11] Indonesia has one of the world's youngest demographic profiles, about 60 percent of the population is below 30 years of age, and the population is growing at a rate of 2.5 million a year.[12]

1.1.3 The Role of Youth Leaders

Young people in all countries including Indonesia have the potential to be agents for social change, economic development and technological innovation. Comprising about one-quarter of the world's population and one third of total population in Indonesia, today's youth are tomorrow's leaders, parents, workers, investors, active citizens and innovators. The ways in which young people are able to address their aspirations, challenges, and fulfill their potential will influence current social and economic conditions and the well being and livelihood of future

[10] Goodwin, Nicholas and Martam, Irma. (2014). *Indonesian Youth In The 21st Century*. UNFPA (United Nation), p.3.
[11] Ralph Hakkert (2007), The demographic bonus and population in active ages, UNFPA Brasilia.
[12] Oberman (2012, p.25)

generations.[13] Young people are better equipped to reach their full potential when they are healthy and well educated, and when they have opportunities to thrive and fulfill their aspirations.

"Youth can be defined as a forefront towards solving the nations' problems within the field of politics, socio-economic and even culture. Many sociologists specializing in youth affairs have portrayed young people as being at the forefront of social and even economic change".[14] The important role of the youth has deep implications for the life of Indonesia. Youth as an inherent and successor of the nations' aspirations to struggle, can be analogized as a loose link of chains. Positioning the youth as a central chain in society meaning that the youth has to perform its role to preserve its cultural values and to contend and pioneer innovation through dedication, intention and creation. Referring to the notions of Max Weber, social change is founded on the power of an ideal and an individual owning a strong idea whilst capable of realizing the idea can give impact towards social change. Moreover, social movements such as Foundations or NGOs, and communities can also become agents of social change.

Youth are also shaping social and economic development, challenging social norms and values, and building the foundation of the world's future. They have high expectations for themselves and their societies, and are imagining how the world can be better. Connected to each other as never before through new media, they are driving social progress and directly influencing the sustainability and the resilience of their communities and of their countries. These young people face many obstacles, ranging from discrimination, marginalization, and poverty, to violence. They need

[13] United Nations Commission on Population and Development (2012)
[14] Furlong (1997), Miles (2000)

access to the right kind of health (including access to sexual and reproductive health) and education to improve their job prospects and life skills, but they also become an active participants in decision-making, and be treated as the vital asset for society that they are.[15] The visible movement of progress in youth development can be seen since before the momentum of the national awakening (1908) up until the post reformation era of today. *Globalization* is perhaps the word that best portrays the condition of the world in the early 21st century. Everywhere, but especially in developing countries, "youth are growing up in a world much different than the one their parents and grandparents entered a generation or two ago"[16]

Leadership as, "the process of influencing the activities of an organized group toward goal achievement".[17] The social youth movement was instigated from the ideals of young people that desired better conditions and circumstances for Indonesia. They realized that the need for change had to start at a premature phase through realistic and sustainable actions. These young leaders who brought to life various social programs targeted young people to have a common understanding towards achieving positive change in Indonesia.

Being at the forefront does not mean that they are in any position to control that change; nor should it be assumed that youth are necessarily controlled by it. Youth are "treated as a key indicator of the state of the nation itself."[18] There are multiple ways in which such involvement occurs: young people volunteering in environmental projects; offering their views on community issues; participating in student governments; serving as program evaluators or as members of advisory

[15] United Nations (2013), A New Global Partnership – eradicate poverty and transform economies through sustainable development, Report of the High-Level Panel of Eminent Persons on the Post-2015 development agenda.
[16] Arnett (2002; Schlegel (2001).
[17] Northouse (2007) and Hunt (1984)
[18] Griffin (1993, p.9-10)

boards; becoming peer mentors; serving as members of youth committees in local governments or in international youth forums.

Youth will be the next generation of policy makers, innovators and workers.[19] A number of studies have been conducted in order to understand the needs of youth, their political perspectives and well as their sociological and psychological well-being. It is during these moments of collective identification that young people potentially make up a politically or socially transformative force. Indonesia's young people have significant potential to be engaged in active roles to develop themselves, their communities and their nation. Despite this, a consistent theme from the discussions and other research undertaken for this review was the perception that the government generally has not been able to provide the trust that young people need to participate in planning and decision-making processes.[20] Collective identity and action necessitate points of inclusion, but conditions of poverty, disability, delinquency, disease and conflict, with their accompanying features of lack of access to food, health care, education, employment, media, markets and political institutions, serve as points of exclusion of young people.

1.1.4 Development of Information Communication Technology (ICT) and Social Media

Today's civic society is recognized as a diverse and ever-wider ecosystem of organizations, individuals and communities. Communication, digital technology and information have opened up spaces of association, power and influence to new formations of actor, leading to a important progress of online civil society activity, and allowing networks to be built across physical, geographical and social divides.

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20 Goodwin, Nicholas and Martam, Irma. (2014). *Indonesian Youth In The 21st Century*. UNFPA (United Nation), p.44.

These networks allow greater numbers of people to aggregate and cooperatively address communal or societal challenges.[21]

The rapid advances in Information and Communication Technology (ICT) in recent decades have much to offer youth development globally and youth leadership in particular. These opportunities allow young people to share ideas, tap in to other knowledge sources and link to others across physical and cultural boundaries.[22] Millennials have more experience using the technology than they have in the workplace or as participants in civic society, so a number of questions occur to them rooted in their personal understanding of what is possible, versus what they observe as business as usual in the workplace and the world around them [23].

Millennials are more likely to have been exposed to information technology at school, in their communities, or through peers. They are more interconnected than ever through social media and technology. They have claimed a key role in determining civil society and making a better world for all. Millennials are at the forefront of a leadership movement. The world has grown more global and interdependent, it has also grown more decentralized. Millennials are increasingly less likely to work for organizations or community-based with strong singular physical presences.[24]

Members of the more prosperous classes own and use technology at roughly the same rates as their counterparts elsewhere in the world and display many of the same preferences and behaviors.[25] "Social change is happening everywhere and, as a

[21] World Economic Forum (2013)
[22] NURTURING YOUTH LEADERSHIP IN THE GLOBAL SOUTH : A Mapping of Strategies, Approaches, Challenges and Opportunities, p.30 (http://restlessdevelopment.org/file/resdev-youth-leadership-mapping-pdf)
[23] Salkowitz (2010, p.35).
[24] Forbes (2018)
[25] Salkowitz (2010, p.36-37)

result of the communication and technological revolution, everyone has the ability and responsibility to contribute to a better world".[26] Based on history, youth has become an interesting and essential element towards the movements of change, hence it is compelling to examine, and thus where there are movements of change it is ensured that there is an element of youth within it. The role they play, however, is mediated by the social and political space available to them at varying times, which in turn shapes their relationship to the state. Generally, the youth have been perceived positively as agents of change by incoming regimes, but as a threat to their legitimacy once the new leadership becomes the status quo.

The rise of the new media phenomenon now opens the possibilities for young people to meet, discuss and eventually collaborate to create a certain movement in the pursuit of change. Social media has become a potent channel to rebuild society's trust to achieve better conditions, and the youth of Indonesia are highly capable in effectively utilizing the developments of this new media. ICT developments have provided young people with an ever-expanding array of media possibilities for obtaining information, pursuing pleasure, and strengthening autonomy. The Internet has been a particularly important component of the ICT revolution for young people. As these media and their "global" content have become more widely accessible, a somewhat homogeneous global youth culture has emerged that binds the world's young people together in important new ways. These technological advances have contributed to a redefinition of some of the most fundamental aspects of society.

"As one of the top users of social media platforms, the digital landscape has become a unique realm for middle class Indonesian youth to speak their mind. In

[26] (Kristan Cilente , Allen, Bordas, Hickman, Matusak, Sorenson, & Whitmire, 1998; Allen & Cherry, 2000; Rost, 1991) in Komives (2009, p.44)

online forums, blogs, websites, mobile apps, Facebook pages or Twitter, Indonesian voters are eager to communicate with other netizens and engage political parties and candidates on their policies and programs"[27]. Abud (2012, p.13) stated **"**an increasing number of communities in Indonesia have formed online, or have begun using online space to enhance their activities. Some examples include: *(1) Indonesia Berkebun* aims to create community green spaces in urban areas, often by finding unused urban space, and gaining agreement from the owner to turn it into open gardens (indonesiaberkebun.org). (2) *Akademi Berbagi* is a community of teachers, experts, and practitioners that provides and organizes free lessons online, covering topics ranging from marketing to social media to psychology, among others (akademiberbagi.org). *(3) Bike2Work* started in 2004, promoting cycling above cars for urban transport. It currently claims over 12,000 members in almost 140 cities.

Social media is an effective communications tool for youth activists. Youth in developed countries have proven this, and developing countries should create more access to social media tools in order to enable more people to create change[28]. Based on the view point of the researcher, the issue and initiative of social movements wide spreading through social media, has caused an active form of involvement for young people to have a common understanding and follow its common traits. This type of involvement is a result of young people's reactive response towards environmental change and various other social issues surrounding them. Being an archipelago consisting of diverse ethnic groups and languages, the degree to which members of a particular cohort in Indonesia are able to communicate in a common language might be interpreted as a sign of their potential to be 'wired and 'connected'. As

[27] http://www.abc.net.au/news/2014-04-09/an-social-media-expected-to-dominate-indonesian-campaign/5376834 - 28 May 2014, 08:08 pm).
[28] http://unchronicle.un.org/article/are-twittering-youth-agents-positive-change/ - 28 May 2014, 08:06pm

demonstrated in the case of the Middle East, having a youth bulge has enhanced the enabling power of the World Wide Web to facilitate social and political change.[29]

A range of young people act as consumers of social media, while others perform a further proactive role in implementing change through the use of this media. Fore fronted by the youth as exemplary proactive roles benefiting social media include; *crowd funding campaigns* where donations for natural disaster victims are collected through music concerts, camping days as a rescue campaign for water and food crisis, other activities encourage people to dispose the use of plastic bags and along with various other forms youth movements across the country pursuing social change. Digital media have established that a variety of informal learning practices occur in informal, adhoc online communities.[30] In particular, affinity spaces afforded by social media have been shown to foster forms of social affiliation, the development of both creative and critical practices, as well as informal instructional scaffolding.[31]

1.1.5. Millennial Characteristic and Impact

Millennial generation, born between 1980 until 2000, in 2014 the Indonesian Millennial curently included 70 million young people up to 30 years of age, which is the biggest age cohort in the history of the nation. In the last three years, the millennial generation has begun to emerge as a powerful political and social force. The characteristic of millennial defined as smart, well educated, open minded, and independent politically, socially, and philosophically.[32] They are also a caring generation, one that appears ready to put the greater good ahead of individual

[29] Utomo, et al (2013, p.84)
[30] (Squire & Giovanetto, 2008; Steinkuehler & Duncan, 2009) in Evan (2013, p.69)
[31] (Duncan, 2010 ; Gee, 2004; Hayes & Duncan, 2012) in Evan (2013, p.69)
[32] Greenberg and Weber (2008, p.13)

rewards. Millennials described as an ethnically diverse generation who are team players, optimistic, confident, trusting of authority, rule-followers, achievers in school, and generally achievement-oriented in everything they undertake. They are also the most affluent and well-educated generation in history, and are estimated to be as numerous as if not larger than – their parents' generation, the Baby-Boomers.[33] Though this description from researchers Howe and Strauss was developed in 2000, it remains accurate today.

Millennial as an agent of change are required to take on its role in creating change using their own accountable strengths and to focus towards delegating roles to overcome various existing problems, although periodically, change will eventually turn into reality. Accomplishments of the youth can easily be achieved through focused actions of each perspective field, solving the social issues occurring within the public spectrums of education, poverty, health, environmental issues and others. One of the youths' attempts to decrease the practice of corruption is to provide fundamental understanding towards other youth. One of the examples is the "Anti-Corruption Youth Movement" which accommodating and unifying Indonesian youth to reunite which pledges to embody a pioneering youth while manifesting an Indonesia free of corruption.

Millennial generation offers diversity in a variety of ways. Their racial and ethnic profile is far more diverse than in previous generations.[34] Most significantly, millennials are the first generation in history to have been immersed in technology throughout their lives, which will have a significant impact on the way they will

[33] Howe and Strauss (2000)
[34] Broido, E.M. (2004). Understanding diversity in millennial students. In M.D. Coomes & R. DeBard (Eds.), *Serving the millennial generation* (New Directions for Student Service No. 106, pp.73-86). San Fransisco, CA : Jossey-Bass

communicate as leaders. Raised as “digital natives”, millennials are constantly connected. However, a challenge related to the opportunities that technology provides is the need for everyone to be “digitally literate” and to keep abreast of constantly changing technologies. [35]

UNFPA Executive Director, Dr. Babatunde Osotimehin stated, “We know that healthy, educated, productive and fully engaged young people can help break the cycle of intergenerational poverty and are more resilient in the face of individual and societal challenges”. As skilled and informed citizens, they can contribute more fully to their communities and nations[36]. Historically, the youth in Indonesia have played a significant role in effecting regime and political changes. The most visible among the group are the educated youth who have been at the frontline during historic moments of regime change.

“The many initiatives of young peace builders around the world are evidence that youth are also agents of peace; with the right educational tools for crisis prevention and peace building, they can develop the skills needed to help prevent violent and armed conflicts”. This has become an imperative role of youth and for its nation. Therefore, on its foundation the existence of youth is absolute and inevitable. The millennial, in fact is a figure of power to sustain the bones and life of a nation and country to advance forward. They are also hope to criticize policies issued by the government and provide an intelligent solution towards the encountered problems. Thus, it can be said that the youth should function as a justifier and successor.

[35] Palfrey,J. and Gasser, U.(2008). *Born Digital : Understanding the First Generation of Digital Natives*. Basic Books, NY. The Economist Technology Quarterly.
[36] UNFPA (2014:p.18)

1.1.6 Youth and Leadershift

The new term of "Leadership" become "Leadershift", stated that mass collaboration describes all that is social, communal, and co-creative in our relationship with business.[37] In that way the term embodies the ability to engage in a two-way creative relationship. They crave for a leadership that suit them well that can embody the two-way relationship, made their bond tighter, and blend the boundary between leaders and followers. Therefore, new 'leadershift' modus operandi is needed in mass collaboration.

In the era of mass collaboration, leaders should have been very well informing about their role. Leaders is no longer the centre of the attraction where all the activities come and directed by them. In today's era, community-based organization is the apple of everyone eyes. The paradox of leadership in mass collaboration has been pointed out by Gobbilot, he stated that community is seemingly rely on the best leaders for their existence, yet they don't actually need any ongoing leadership to exist. Naturally when young people progress and positively perform, their peers will follow the journey their success. This figure of youth is defined as a leader not due to its position of authority but rather due to the acknowledgement of its surrounding environment. The acknowledgements are caused through ones thoughts, words and actions thus followed by other young individuals as an epitome to create and perform. This goes to accordance with the meritocracy principle; acknowledged young leaders are the people worthy due to a proven track record of performance, progressive growth and earning more than average. Their rewards and opportunities are earned through their contribution to their community and not something they are entitled to because of their seniority.

[37] Gobbilot (2009)

Today, hierarchy is out and influencing skills are in. Youth as as non-state actor leaders are not forcing people to follow, they should invite people on a journey said (Anies Baswedan, Indonesian Education Ministry 2014-2019). Leadership is largely about exerting influence in a manner that encourages others to follow to a desired outcome. Based on a short interview with Anies Baswedan, Ph. D spearheading the 'Gerakan Indonesia Mengajar', (a movement that sends educated youths to teach in remote areas across Indonesia), youth leadership is defined as a "True Leader" which does not withhold any structural positions, and one can be claimed as a leader when one acquires followers, as the presence of followers ignites one to become a true leader. The shifting roles of a leader is getting more obvious through Proehl statement which he asserted that "in the 21st century the role of leadership evolved from maintaining status quo to being a change agents, and the leaders exist in all levels of the organisation".[38]

"Leadershift is a type of leadership style, non-hierarchical ones that facilitates the collaboration of a self-selected group, of which the leader is an integral part, in the generation of a narrative that builds and sustains a valuable and co-created outcome". The differences between leadership and leadershift lies on the changing focus to see and embrace the opportunities offered by a new environment. Leaders in leadership are long recognised as a director that lead, create, and maintain deeper engagement among individuals in a group. But in leadershift, their roles is no longer known as a director. Leaders implement their new roles as a facilitator. To perform well, leaders need a certain behavioural changing. Leaders no longer lead, create, and maintain deeper engagement among members of community, because it has existed

[38] Norris, E. A. (2005). An investigation of the leadership styles and change styles in a high quality manufacturing organisation (Doctoral thesis, University of Phoenix, Arizona, USA). Retrieved from http://search.proquest.com/docview/305362954/fulltextPDF/E94A1F5F53744E71PQ/1?accountid=32819 (p.82).

already. Individuals within community have been recognised the need for engagement and empowerment, therefore they have been worked hard for it.

The context of youth leadership discussed through this research does not elaborate on youth figures that have been given a position of power by an institution or organization. Community acceptance is very important. The acknowledgement for leadership is fully decided on community acceptance.[39] The assessed respondents of this research consist of 35 successful Indonesian young figures which have become and inspiration for other youths to emerge and perform for the sake of change within multiple aspects. They are the ones that have been brave enough to rise and differentiate themselves from the general younger population which tend to remain resilient in improving its environment. Those inquired under study consist of young people that have been capable to inspire other youth through their actions of their work. Youth leadership discussed in this thesis focuses on young people solely which consist within community - based organizations.

Youth leadership development therefore serves multiple purposes: "It is simultaneously an end in itself, by promoting healthy youth development, and a means to an end, as youth make contributions through their participation. Youth leadership has benefits for the individual young person, their peer group and society more broadly. By investing in young people's personal development, wider economic opportunities could be created, especially for those in disadvantaged communities. Youth leadership context within this research is not a leader from that come from formal organization with structural position; they can only be defined as young officials, where it only provides the use of public authority. Those youth appointed as leaders within this research selected through acknowledgement from

[39] Gobbilot, E. (2009, p.65)

their community-based organization and followers, not through positions in corporation.

1.1.7 The Rise of Community-Based Organization

Post the reformation era of 1998, the development of youth organizations surfaced simultaneously with the improvements of information technology, specifically with the rise of social media as a primary medium in forming a cross regional network of communication in Indonesia. The emerge of youth organizations with diverse ideologies are strongly influenced by the freedom of euphoria happened since 1998. The role of new media such as internet was significant in the expansion of the contemporary youth organization network. He argued that "*the circle that was most responsive in utilizing the new media for the purpose of democratization was the civil society movement*", including youth movement.[40]

Recently in Indonesia, this conditions acknowledged by the involvement of various communities striving towards their own cause to erupt a social movement. The connection between youth involvement within communities and their involvement as adults have been well documented. Research studies have shown that young people who are civically engaged in their communities are more likely to serve as leaders during their college days and later in adulthood.[41] One valid reason youth desire to have leadership roles and contribute to their community is because it provides a sense of mattering and feeling of being able to make a difference.[42]

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[40] Armando (2011, p.89)

[41] Eccles, J. S., & Gootman, J. A. (Eds.). (2002). Community programs to promote youth development. Committee on Community-Level Programs for Youth. Washington, DC: National Academy Press.

[42] Flanagan, C. A., & Van Horn, B. (2003). Youth civic development: A logical next step in community youth development. In F. Villarruel, D. Perkins, L. Borden, & J. Keith (Eds.), Community Youth Development: Programs
policies and practices (pp 273-296). Thousand Oaks: Sage Publications.

As stated in World Economic Forum (2013), there are 7 types of civil society ecosystem : (1) Non Profits Organization (NGO) and Civil Society Organizations (CSO), it has an organized program, activity and structure, (2) Social media communities (Online Groups), (3) Collective action and/or identity (Social Movements), this can be online or physical, (4) Faith-based organization (Religious leaders), (5) Labor unions/organization representing workers, (6) Social Entrepreneurs for social and environmental outcomes, (7) Grassroots associations and activities at local level. This study only focus on how community-based organization as a part of civil society

Communities, online or offline, are comprised of a group of individuals who come together based on common interests, beliefs, or values. Community based-youth organization members share their common culture, norms and practices, desired attitude and behaviours required for the member. Traditionally communities are usually framed by geography. Individuals who lived in close enough of a proximity to one another could come together based on common interests, beliefs, or values. As technologies advanced, communities expanded. Nowadays, community interaction exists crossing between online and offline.

Community-based youth organization can perform as an arena for public space, which among young people can act as an arena for collective learning, along with cultural and idealistic exchange. The most important thing in developing every idea to make an innovation and change a place and community is, ‘Empowerment’. Every person in that place is supposed to be involved. The innovators just need to show them the way and help the people to control the idea. When the community has

a confidence to empower themselves, the ideas will be much easier to be applied and manifested[43].

This phenomenon creates a positive domino effect for other youths spread across Indonesia. Along with the effective role played by social media, the youth ignites initiatives attempting to showcase their concerns towards the existing social issues. Due to its 'domino effect' along with the increasing desire for young people to perform and achieve their need for self-actualization, this phenomenon diffused widely. This condition had created a competitive climate at a positive level. These young leaders competed to create numerous creative and innovative programs and activities. At the community level, young leaders are more able to act as effective role models to their peers and influence them positively. Millennial as young leaders bring a creative ideas more willing to embrace innovation and technology. Young leaders have particular strengths in encouraging intergenerational understanding and community cohesion.[44]

Tapscott dan William claimed that the growing accessibility of information technologies create an opportunity for individuals to link up, involve in many discussions and giving raise to the birth of mass collaboration.[45] Youth are considered key actors and partners in UNESCO´s mission to contribute to the building of peace, the eradication of poverty, sustainable development and intercultural dialogue. UNESCO believes that participatory and strategic involvement of young women and men in outreach, volunteerism and bureaucracy

[43] http://www.voicesofyouth.org/en/posts/thanks-to-unicef-indonesia-for-the-activate-talks (28 May 2014, 07:47pm)
[44] Department of Children Schools and Families (2008) *Young People Leading Change*
[45] Tapscott, D., & Williams, A. D., (2008). Wikinomics how mass collaboration changes everything expanded edition. New York, NY: Penguin Group.

can bridge the gap between the formal institutions and youth, including vulnerable, disadvantaged and marginalized groups, filling a critical gap of unmet needs.[46]

Various issues became the concern of youth, especially global issues that felt more urgent once the state no longer threatened their existence"[47]. They respond through various fields of education, health, human rights, entrepreneurship, economics, politics, culture, environment and poverty, along with other problematic and concerning issues within Indonesian society. The openness of public space as a space for youth expression, without exception expression of identity diversity through community-based organizations, had created new characteristics such as movements that were *fluid, inclusive, and flexible.* The practices manifested by those characteristics would be presented in the following sector. Youth organizations and communities are currently faced with global challenges and changes. Communities and organizations play important roles in preparing young people to face global challenges. The market becomes the ideology of world economic system. The youths have the ability to produce solutions in the face of these challenges and not be crushed by market competitions.

1.1.8 Community -Based Organization Youth Leaders

Today, there are more graduates and qualified people, who are better informed and less accepting, than those of previous generations. There is book titled "*Leadership for Leaders*", stated that we are living in a more egalitarian age, where former, traditional 'badges' of status and rank are being replaced by respect for professional competence and the 'street cred' of do how and delivery.[48] Based on

[46] UNESCO (2013, p.3)
[47] Raviola (2013, p.9-10).
[48] Williams (2005, p.162)

"An Asset Builder's Guide to Youth Leadership "book, stated that all young people have the potential to lead and make a contribution.[49]

In the history of Indonesia's struggle for independence, the spirit of young leadership is to encourage positive change, to united and precede the collective interest above personal or group interests. The political manifesto published by the youth incorporated within the Indonesian Association in 1925 and the Youth Pledge in 1928, took momentum in dissolving differences and various constricted interests, in order to accomplish the glory of (quoting Ben Anderson) "the imagined society". Moreover, the manifesto then narrowed to its paramount as a synthetic struggle of all Indonesians in the 1945 proclamation of independence.

However, community-based youth organization (CBO) can play a powerful role both individually and collectively in working with regional institutions, through official participatory structures and by providing youth perspectives in decision making processes as equal partners". [50] This phenomenon has become main attention of this research to further comprehend how they responds towards existing issues and eventually take the initiative to move forward through massive and realistic actions. The emerging social youth movements initiated through communities and organizations occur within a similar period, as if they are connected towards certain ideals and understandings. In the means to improve the lives and conditions of this nation towards a direction in achieving exceptional outcomes, the comprehension towards this new consciousness and the importance of their existence as an imperative instrument is crucial. Transformation and social change can be accomplished if the youth are united to take action and move towards this direction.

[49] Adams (1999, p.38)
[50] Youth Employment Network (2007 p.32)

Youth leadership as *young* people empowered to inspire and mobilize themselves and others towards a common purpose, in response to personal and social issues and challenges, to effect positive change. [51] Youth leadership can be develop if young people can engage in challenging action, around issues that reflect their genuine needs and offer authentic opportunities to make decisions and effect change, in an environment of support in which young people can reflect on their experiences. "Leaders inspire their followers to recognize desirable ways and ask them to recognize their leader and to reach to the desirable state that he has specified". [52]

"Leadership helps build social capital within communities. As youth learn about leadership, they develop an increased awareness of what is expected of them as a leader".[53] Research suggests that "youth who learn leadership through a positive leadership development program gain a sense of autonomy and increased confidence".[54] The independence and confidence gained by youth gives them the tools to build relationships between community members. "Youth make contributions within their communities through involvement".[55] The Convention recognizes the status of a young person as "a subject of rights, who is able to form and express opinions, to participate in decision-making processes and influence solutions, to intervene in the process of social change and in the building of democracy.[56]

Youth participation has already taken a big lead forward in Indonesia since the global community took notice of the critical role that the youth have been played

[51] Kahn (2009, p.18)
[52] Zahedi (1999, p.19-32)
[53] Smith, Gary & Ketring (2005)
[54] Rose-Krasnor, et al. (2006) ; Richman & Shaffer (2000)
[55] MacNeil (2006); Zeldin & Camino (1999)
[56] Golombek (2002, p.7-8) cited Santos Pais