

## INTISARI

Penelitian mengkaji peran kepemimpinan akar rumput dalam mendukung keberhasilan program transformasi perpustakaan berbasis inklusi sosial pada Perpustakaan Muda Bhakti di Desa Ngablak. Kajian penting dilakukan karena keterlibatan mereka memunculkan berbagai peran yang memengaruhi keberhasilan program. Kajian difokuskan dengan mengeksplorasi peran mereka dalam proses transformasi perpustakaan desa, juga inovasi kegiatan berbasis inklusi sosial yang dilakukan. Tujuan studi mengidentifikasi peran kepemimpinan akar rumput dalam proses transformasi perpustakaan berbasis inklusi sosial di Desa Ngablak, sekaligus inovasi program kegiatan di dalamnya. Peran dilihat dari aspek motivasi dan kebutuhan, pemberdayaan dan mobilisasi, *organizing*, pendekatan strategi, serta jaringan dan kolaborasi. Inovasi program kegiatan digali dari perspektif inovasi akar rumput dan inklusi sosial. Metode penelitian menggunakan kualitatif jenis studi kasus tunggal. Metode pengumpulan data dengan observasi partisipasi moderat, wawancara mendalam, studi dokumentasi, dan *audiovisual materials*. Analisis data melalui kondensasi data, penyajian data, dan pengambilan kesimpulan. Adapun validasi data dilakukan dengan teknik triangulasi.

Hasil penelitian menunjukkan kepemimpinan kolektif akar rumput berpotensi mendukung keberhasilan program transformasi perpustakaan melalui dinamika peran kepemimpinan dan pengembangan inovasi kegiatan. Peran kepemimpinan yang pertama adalah membangun motivasi berdasarkan faktor empati, visi misi pendidikan kepala desa, prestasi, juga hobi/kesenangan. Kepemimpinan dihadapkan pada kebutuhan dukungan pendanaan, kolaborasi, juga pembelajaran. Kedua, memberdayakan dan memobilisasi aktor-aktor lokal, anak-anak muda potensial, dan masyarakat. Ketiga, membentuk organisasi berbasis sukarela yang bersifat kolektif lateral, menciptakan identitas, serta mencapai visi organisasi. Keempat, melakukan strategi pendanaan melalui inovasi kebijakan dana desa, dana prestasi dan hibah, serta penciptaan inovasi sosial. Kelima, memperluas jaringan dan kolaborasi, baik internal maupun eksternal. Dalam proses transformasi, kepemimpinan dihadapkan pada permasalahan sumber pendanaan, regulasi birokrasi, reorganisasi, teknis keterjangkauan atau promosi, juga situasi dilematis dan potensi konflik sosial. Transformasi perpustakaan melibatkan inovasi akar rumput dalam bentuk kegiatan bernilai inklusi sosial. Perpustakaan desa menjadi ruang kegiatan masyarakat yang memberikan akses kegiatan sosial budaya, ekonomi, juga politik. Konsep tersebut memunculkan isu pelibatan aspek politis melalui strategi mobilisasi aktor-aktor lembaga/organisasi lokal, juga jaringan. Mobilisasi menguatkan dukungan kebijakan dan keberlanjutan perpustakaan desa. Muda Bhakti memberikan simbol ikonik yang menguatkan reputasi, sekaligus *legacy* kepemimpinan. Kegiatan memiliki nilai inovasi akar rumput, yakni bersifat informal, berupaya memerhatikan kesesuaian lokal, adaptif, dan mendukung keberlanjutan. Kepemimpinan dihadapkan pada masalah produksi inovasi dan keberlanjutan kegiatan, *mindset*/konsistensi dan keberlanjutan partisipan, pengaturan jadwal kegiatan, keterbatasan anggaran, belum maksimalnya kegiatan menjangkau serta memberikan dampak bagi seluruh masyarakat.

Kata kunci: kepemimpinan akar rumput, transformasi perpustakaan desa, inovasi akar rumput, inklusi sosial.

## ABSTRACT

*This research studied grassroots leadership role in supporting the success of social inclusion-based library transformation program on Muda Bhakti Library in Ngablak Village. It was necessary to conduct the study because their involvement encouraged various roles which affected the success of program. The study did not only focus in exploring their roles of village library transformation process, but also the social inclusion-based activity innovation applied. The study aimed to identify the grassroots leadership role in social inclusion-based library transformation process in Ngablak Village, including the activity program innovation within. The roles were observed based on aspects of motivation and needs, empowerment and mobilisation, organizing, strategy approach, along with network and collaboration. The activity program innovation was viewed from perspectives of grassroots innovation and social inclusion. The research method used was qualitative single case study. The data were collected using moderate participation observation, in-depth interview, documentation study, and audio-visual materials study. The data were analysed through data condensation, data presentation, and conclusion making. The data were validated using triangulation technique.*

*The research result showed that grassroots collective leadership had potential to support the success of library transformation through leadership role dynamics and activity innovation development. The first role of leadership was to grow the motivation based on factors of empathy, vision and mission of village chief education achievement, and hobbies/favorites. The leadership faced the challenges of funding support, collaboration, and learning needs. The second role was to empower and mobilise local actors, talented young generations, and the societies. The third role was to construct volunteering-based organisation which was laterally collective, to create organisation identity, and to achieve its vision. The fourth role was to apply funding strategies through policy innovation of village funding, achievement funding and bequest funding, along with the social innovation creation. The fifth role was to expand network and collaboration, either internally or externally. In the transformation process, leadership faced issues of funding source, bureaucracy regulation, reorganization, technical affordability or promotion, as well as dilemma situation and potential social conflicts. The library transformation involved the grassroots innovation in the forms of activities containing social inclusion value. The village library became people activity space which provided access of social culture, economics, and politics activity. This concept produced political aspect involvement issue through mobilisation strategy of local institution/organisation and networking. Mobilisation strengthened policy support and sustainability of village library. Muda Bhakti was the iconic symbol which strengthened reputation and legacy of leadership at same time. Activity contained grassroots innovation value which was informal, attempted to focus on local uniformity, adaptive, and supported the sustainability. Leadership also faced issues of innovation production and activity sustainability, mind-set/consistency and participant sustainability, activity schedule management, limited budget, less optimal activity in reaching and giving impact for the whole society.*

**Keywords:** grassroots leadership, village library transformation, grassroots innovation, social inclusion.