Studi Self-Leadership Babinsa Sebagai Agen Street-Level Bureaucracy dalam Penanggulangan Stunting
(Studi Kasus di Borobudur Kabupaten Magelang)
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STUDI *SELF-LEADERSHIP* BABINSA SEBAGAI AGEN *STREET-LEVEL BUREAUCRACY* DALAM PENANGGULANGAN STUNTING (Studi Kasus di Borobudur Kabupaten Magelang)

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ABSTRAK

Stunting menjadi permasalahan kesehatan masyarakat yang memerlukan penanganan kolaboratif dan berkelanjutan. Dalam konteks percepatan penurunan stunting, Babinsa memiliki peran strategis sebagai agen *Street-Level Bureaucracy* (SLB) yang berinteraksi langsung dengan masyarakat serta menjadi penghubung antara kebijakan pemerintah dan implementasinya di tingkat akar rumput. Namun demikian, teori *Street-Level Bureaucracy* belum mampu menjelaskan secara memadai faktor internal yang memengaruhi efektivitas penggunaan diskresi oleh aktor lapangan. Oleh karena itu, penelitian ini mengintegrasikan teori *Street-Level Bureaucracy* dari Lipsky dan teori *Self-Leadership* dari Manz dan Sims untuk menjelaskan bagaimana kapasitas kepemimpinan diri Babinsa mempengaruhi pelaksanaan perannya dalam penanggulangan stunting.

Penelitian ini bertujuan mengidentifikasi dan menganalisis peran serta praktik diskresi Babinsa sebagai agen *Street-Level Bureaucracy* dalam implementasi program penanggulangan stunting, menganalisis faktor-faktor yang mempengaruhi peran, penggunaan diskresi, dan penerapan *self-leadership* Babinsa sebagai agen *Street-Level Bureaucracy* dalam penanggulangan stunting dan menganalisis penerapan model *self-leadership* Babinsa sebagai agen *Street-Level Bureaucracy* yang mampu memperkuat penggunaan diskresi secara adaptif dan meningkatkan efektivitas penanggulangan stunting di wilayah Magelang. Penelitian ini menggunakan pendekatan kualitatif dengan desain studi kasus di Kecamatan Borobudur, Kabupaten Magelang. Data diperoleh melalui wawancara mendalam, observasi, FGD, dan studi dokumentasi, kemudian dianalisis dengan bantuan NVivo melalui proses coding, kategorisasi, tematisasi, triangulasi, dan interpretasi untuk mengidentifikasi pola dan tema empiris penelitian.

Hasil penelitian menunjukkan Babinsa menjalankan empat peran utama dalam penanggulangan stunting, yaitu sebagai edukator dan pendamping masyarakat, fasilitator dan mediator lintas sektor, penggerak partisipasi masyarakat, serta pelaksana monitoring dan pendampingan keluarga berisiko stunting. Efektivitas peran tersebut dipengaruhi oleh faktor pendukung berupa sinergi lintas sektor, dukungan institusi dan kebijakan, inisiatif serta komitmen personal Babinsa, pendekatan edukasi yang adaptif, dan tingginya kepercayaan masyarakat. Sebaliknya, faktor penghambat meliputi kondisi sosial budaya, keterbatasan ekonomi keluarga, kendala organisasi dan waktu, serta hambatan geografis dan akses wilayah. Penelitian ini menemukan bahwa penerapan *self-leadership* Babinsa tercermin melalui dimensi perilaku, pola pikir konstruktif, dan motivasi intrinsik, dengan dimensi perilaku sebagai aspek yang paling dominan dalam mendukung keberhasilan pelaksanaan tugas di lapangan.

Kontribusi utama penelitian ini adalah pengembangan *Self-Leadership* Babinsa sebagai Agen *Street-Level Bureaucracy* dalam Penanggulangan Stunting. Pengembangan ini menunjukkan efektivitas implementasi kebijakan ditentukan oleh faktor struktural dan kewenangan diskresi dan kapasitas internal individu yang meliputi pengendalian diri, inisiatif, motivasi intrinsik, kemampuan adaptasi, dan kemampuan membangun kolaborasi lintas sektor. Temuan ini memperkaya pengembangan teori *Street-Level Bureaucracy* melalui integrasi perspektif *self-leadership* dalam konteks organisasi militer dan kesehatan masyarakat, sekaligus memberikan rekomendasi bagi penguatan kapasitas Babinsa dalam mendukung percepatan penurunan stunting secara berkelanjutan.

Keaslian penelitian ini terletak pada penggunaan perspektif integratif antara teori *Street-Level Bureaucracy* dan *Self-Leadership* dalam menjelaskan peran Babinsa sebagai pelaksana kebijakan di tingkat akar rumput. Kebaruan penelitian berada pada pengembangan *Self-Leadership* Babinsa dalam konteks program penanggulangan stunting sebagai kebijakan strategis nasional.

Kata kunci: *Self-Leadership,* Babinsa*, Street-Level Bureaucracy*, Diskresi, Stunting, Kolaborasi Lintas Sektor.

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A STUDY ON THE SELF-LEADERSHIP OF BABINSA AS STREET-LEVEL BUREAUCRACY AGENTS IN STUNTING MITIGATION
(A Case Study in Borobudur, Magelang Regency)

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ABSTRACT

Stunting remains a public health issue requiring collaborative and sustained intervention. In the context of accelerating stunting reduction, Babinsa (Village Supervisory Non-Commissioned Officers) play a strategic role as "Street-Level Bureaucracy" (SLB) agents; they interact directly with the community and serve as a bridge between government policy and its implementation at the grassroots level. However, existing Street-Level Bureaucracy theory does not adequately explain the internal factors influencing the effectiveness of discretion exercised by field actors. Therefore, this study integrates Lipsky's Street-Level Bureaucracy theory with Manz and Sims' Self-Leadership theory to explain how the Babinsa's self-leadership capacity influences the execution of their role in addressing stunting.

This study aims to identify and analyze the roles and discretionary practices of Babinsa as SLB agents in implementing stunting reduction programs; to analyze the factors influencing their roles, use of discretion, and application of self-leadership in this context; and to analyze the application of a Babinsa self-leadership model capable of strengthening adaptive discretion and enhancing the effectiveness of stunting reduction efforts in the Magelang region. This study employed a qualitative approach with a case study design in Borobudur District, Magelang Regency. Data were collected through in-depth interviews, field observations, focus group discussions (FGDs), and document analysis, and were analyzed using NVivo through a systematic process of coding, categorization, thematic analysis, triangulation, and interpretation to identify empirical patterns and themes relevant to the study.

The findings indicate that Babinsa perform four primary roles in stunting reduction: community educator and guide; cross-sector facilitator and mediator; mobilizer of community participation; and implementer of monitoring and support for families at risk of stunting. The effectiveness of these roles is influenced by supporting factors such as cross-sector synergy, institutional and policy support, the Babinsa's personal initiative and commitment, adaptive educational approaches, and high levels of community trust. Conversely, inhibiting factors include socio-cultural conditions, family economic limitations, organizational and time constraints, as well as geographical and accessibility challenges. This study finds that the self-leadership of Babinsa (Village Supervisory Non-Commissioned Officers) is manifested through behavioral dimensions, constructive mindsets, and intrinsic motivation, with the behavioral dimension serving as the most dominant factor in the successful execution of field duties.

The study's primary contribution lies in the development of a self-leadership framework for Babinsa acting as street-level bureaucrats in stunting mitigation efforts. This framework demonstrates that policy implementation effectiveness is determined by structural factors, discretionary authority, and individual internal capacities specifically self-control, initiative, intrinsic motivation, adaptability, and the ability to foster cross-sector collaboration. These findings enrich street-level bureaucracy theory by integrating a self-leadership perspective within military and public health organizational contexts, while also offering recommendations to strengthen Babinsa capacity in supporting the accelerated and sustainable reduction of stunting.

The study's originality stems from its integrative perspective combining street-level bureaucracy and self-leadership theories to explain the role of Babinsa as grassroots policy implementers. Its novelty lies in the development of a self-leadership model for Babinsa specifically within the context of stunting mitigation programs, which constitute a national strategic policy..

Keywords: Self-Leadership, Babinsa, Street-Level Bureaucracy, Discretion, Stunting, Cross-Sector Collaboration.