

## INTISARI

Kemajuan teknologi di era 4.0 telah berdampak pada peluang kerja yang kompetitif. Lapangan kerja produktif semakin berkurang. Ruang kelas juga bukan satu-satunya solusi keberhasilan pendidikan. Bisnis *startup* tidak mudah. Realita ini mendorong pemuda pengelola *startup* PrivatQ diuji ketangguhan pribadinya. Tujuan penelitian yaitu mengetahui peran pemuda dalam mengelola *startup* pendidikan dan mengkaji implikasinya terhadap ketahanan pribadi pengelola.

Penelitian menggunakan metode penelitian kualitatif. Pengumpulan data dilakukan melalui wawancara, *focus group discussion*, observasi, dokumentasi, studi pustaka dan daring. Untuk wawancara mendalam, informan terdiri dari delapan orang, yaitu COO, staf pengelola, dan tentor. Teknik analisis data menggunakan analisis deskriptif dengan mengkodekan dan mereduksi data melalui *software Nvivo 12*, penyajian data dan penarikan kesimpulan.

Hasil penelitian menunjukkan, pemuda pengelola berperan dalam mengelola *startup* pendidikan di PrivatQ yaitu berbasis layanan pendidikan nonformal. Bentuk peran tersebut berupa manajemen tata kelola, inovasi program, meningkatkan akses sistem layanan pendidikan, meningkatkan kualitas dan kesejahteraan guru, bertindak *out of the box*, serta meningkatkan *soft skill* dan pengalaman. Kendala dalam pengelolaan yaitu minimnya *branding* perusahaan, jauhnya lokasi jarak tentor, birokrasi pendidikan yang sulit, minimnya SDM PrivatQ, dan karakter siswa yang heterogen. Secara keseluruhan peran pemuda masih lemah dalam mengelola *startup* terutama di bagian perencanaan dan inovasi program, tetapi terdapat peran pemuda pengelola yang cukup berhasil yaitu strategi belajar mengajar, pengembangan metode pembelajaran, dan peningkatan kompetensi pengajar.

Pengelolaan *startup* pendidikan tersebut berimplikasi terhadap ketahanan pribadi pengelola, akan tetapi belum mampu berjalan secara maksimal. Pengaruh positif pada ketahanan pribadi pengelola yaitu rasa percaya diri, kreativitas, kemandirian, dan kebersamaan telah berkembang dengan baik dan mengalami peningkatan. Sedangkan pengaruh negatif yang ditimbulkan yaitu terbatasnya pengembangan rasa berpegang teguh pada prinsip, kurangnya jiwa dinamis, dan minimnya pengembangan jiwa pantang menyerah. Oleh karena itu, peran pemuda pengelola harus ditingkatkan untuk mengembangkan pribadi pengelola agar *struggle* dan berani sehingga pengelolaan tetap berlangsung dengan baik.

**Kata Kunci: Pemuda, Startup, Pendidikan, Ketahanan Pribadi Pengelola**

## **ABSTRACT**

*Technological advancements in the 4.0 era have had an impact on competitive employment opportunities. Productive employment is decreasing. Classrooms are also not the only solution to educational success. The startup business is not easy. This reality encouraged young PrivatQ startup managers to be tested for their personal strength. The research objective is to determine the role of youth in managing educational startups and assessing their implications for the manager's personal endurance.*

*Research using qualitative research methods. Data collection is done through interviews, focus group discussions, observations, documentation, literature and online studies. For in-depth interviews, the informants consisted of eight people, namely the COO, the management staff, and the tentor. Data analysis techniques using descriptive analysis by coding and reducing data through Nvivo 12 software, data presentation and conclusion drawing.*

*The results showed that youth managers played a role in managing educational startups at PrivatQ based on non-formal education services. The form of the role is in the form of governance management, program innovation, increasing access to the education service system, improving the quality and welfare of teachers, acting out of the box, and increasing soft skills and experience. Constraints in management are the lack of corporate branding, distance of tentor locations, difficult educational bureaucracy, lack of PrivatQ HR, and heterogeneous student character. Overall, the role of youth is still weak in managing startups, especially in the planning and innovation program, but there is a role of youth managers who are quite successful, namely teaching and learning strategies, developing learning methods, and increasing teacher competence.*

*The management of the educational startup has implications for the manager's personal endurance, but has not been able to run optimally. The positive influence on the manager's personal endurance, namely self-confidence, creativity, independence, and togetherness, has developed well and has increased. While the negative effects caused by the limited development of a sense of holding fast to principles, the lack of a dynamic soul, and the lack of soul development never give up. Therefore, the role of youth managers must be increased to develop the manager's personality so that the struggle and courage so that management continues well.*

**Keywords: Youth, Startup, Education, Managers Personal Resilience**