



Rizki Aulia Rahman Natakusumah's Leadership in the Pandeglang Regency Road Program (Jakamantul)

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Abstract

This research aims to analyze the leadership of Rizki Aulia Rahman Natakusumah in implementing the "Jalan Kabupaten Mantap Betul" (Jakamantul) program initiated by the Pandeglang Regency Government to improve the quality of regional road infrastructure. The study focuses on leadership style, implementation strategy, and the supporting and inhibiting factors affecting the program's success. This research employs a descriptive qualitative approach with data obtained through in-depth interviews, literature review, and documentation. Informants include local government officials, program implementers, and beneficiary communities. The findings indicate that Rizki Aulia Rahman Natakusumah practices participatory and collaborative leadership, emphasizing open communication, staff empowerment, and community involvement. Such leadership strengthened institutional coordination, accelerated infrastructure implementation, and enhanced public trust in government performance. However, challenges remain, including limited budgets and field constraints that affect project completion targets. Overall, his leadership has proven effective in promoting public service innovation in infrastructure management by prioritizing transparency, collaboration, and social responsibility in responding to the needs of the Pandeglang community.

Keywords: *Leadership, Rizki Aulia Rahman Natakusumah, Jakamantul, Infrastructure, Pandeglang*

I. Introduction

Leadership has an important role in determining the direction and success of the implementation of local government. A leader is required to be able to mobilize human resources, manage regional potential, and create policies that are oriented towards community welfare. In the context of local government, leadership is not only measured by administrative ability, but also by the extent to which leaders are able to initiate policy innovations that have a real impact on the public. One of the tangible forms of leadership oriented towards regional development can be seen from the implementation of the Mantap Betul Regency Road Program (Jakamantul) launched by the Pandeglang Regency Government under the leadership of Rizki Aulia Rahman Natakusumah.

The Jakamantul program is an effort by the Pandeglang Regency Government to accelerate the development of road infrastructure as the backbone of economic growth and community mobility. Pandeglang Regency, which has a large area and diverse geographical conditions, requires careful and sustainable infrastructure development planning. Through this program, local governments seek to improve connectivity between rural and urban areas, facilitate the distribution of agricultural products, and strengthen public access to public services such as education and health. In other words, the success of this program is a concrete indicator of the effectiveness of regional leadership in answering the basic needs of the community.

Rizki Aulia Rahman Natakusumah as a young figure who has an educational background and political experience at the national level, brings a new spirit in local governance. His leadership reflects a participatory and collaborative pattern, where every decision-making always involves various parties such as technical offices, sub-district officials, and the community. Through this approach, the development process is not only

top-down, but also accommodates the aspirations of the community at the grassroots level. This approach strengthens the legitimacy of the Jakamantul program while increasing public participation in maintaining sustainable development.

In addition, in the context of regional infrastructure development, effective leadership must be able to balance between aspects of planning, implementation, and supervision. The main challenges faced by the Pandeglang Regency Government are the limitations of the regional budget and complex geographical conditions. In this case, Rizki Aulia Rahman Natakusumah showed strategic leadership capacity by utilizing cross-sectoral support, both from the provincial and central governments, as well as collaborating with private and community participation to accelerate the realization of programs. This collaborative approach shows the adaptive ability of leaders to manage limited resources without sacrificing the quality of development outcomes.

From the social side, the implementation of Jakamantul also has a significant impact on improving people's welfare. Good roads not only accelerate economic flows, but also expand access to public services and strengthen social interaction between regions. Thus, the success of this program is proof that innovative, communicative, and public service-oriented leadership can provide real results in regional development.

However, it is undeniable that in its implementation, the Jakamantul program also faces various obstacles, such as extreme weather conditions, limited technical personnel, and problems with supervision in the field. These factors demand resilient and responsive leadership in the face of changing situations. Therefore, it is important to examine more deeply how Rizki Aulia Rahman Natakusumah's leadership style plays a role in overcoming these obstacles and maintaining the effectiveness of the program.

Based on this background, this study aims to analyze the leadership style of Rizki Aulia Rahman Natakusumah in the implementation of the Jakamantul Program in Pandeglang Regency, identify the strategies implemented, and evaluate the impact of his leadership on improving the quality of regional road infrastructure. Theoretically, this research is expected to enrich the study of government science, especially in the field of public leadership and regional development management. In practical terms, the results of the research can be a reference for other local governments in developing effective, transparent, and results-oriented leadership models to support sustainable development.

Literature Review

Basic Concepts of Leadership

Leadership is a key element in the process of governance and development. According to Northouse (2016), leadership is the process of influencing individuals or groups to achieve a common goal. In the context of local government, leadership is not only related to administrative skills, but also the ability to build vision, mobilize resources, and create synergy between development actors. Effective leaders are able to inspire subordinates, provide clear direction, and facilitate the achievement of organizational goals collectively.

Classical leadership theory emphasizes innate traits, such as intelligence, confidence, and responsibility (Stogdill, 1974). However, modern theory focuses more on the behavior and adaptability of leaders to the situation at hand. Thus, leadership is not just a legacy of character, but a social and strategic skill that can be developed through experience and learning.

Modern Leadership Theories

The modern leadership model provides a broader understanding of the relationship dynamics between leaders and followers. Transformational leadership theory (Bass & Avolio, 1994) emphasizes the ability of leaders to inspire and motivate others to achieve goals that go beyond personal interests. Transformational leaders build a shared commitment through vision, moral values, and example.

Meanwhile, situational leadership theory (Hersey & Blanchard, 1982) emphasizes the flexibility of leadership styles according to the level of readiness and competence of subordinates. In the implementation of public policies such as the Jamanatul Program, this approach is very relevant because diverse field conditions demand the ability of leaders to adjust their approach to communication and decision-making. In addition,

transactional leadership theory also has a role in the context of bureaucracy, where the relationship between leaders and subordinates is governed by clear rewards and responsibilities.

According to Yukl (2013), public leaders must have the ability to manage change, resolve conflicts, and build cross-sectoral cooperation. Leadership effectiveness can be measured by the extent to which leaders are able to create sustainable outcomes through synergy between bureaucratic structures, society, and the external environment.

Public Leadership and the Principles of Good Governance

Public leadership plays a key catalyst in the application of the principles of good governance. Dwiyanto (2015) explained that public leaders must uphold the values of participation, accountability, transparency, effectiveness, and justice. A good public leader must put the interests of the community above the interests of a particular person or political group.

Public service-oriented leadership encourages improving the quality of the bureaucracy, strengthening accountability, and building public trust in local governments. In the context of regional development, public leaders with integrity are able to bridge the political interests, technocracy, and aspirations of the people in order to create fair and sustainable policies.

Leadership in Regional Infrastructure Development

According to Rondinelli (1993), the success of infrastructure development is highly dependent on the ability of local governments to coordinate human, financial, and technical resources. Regional leaders are required to have a long-term vision and the ability to integrate the planning, implementation, and supervision of infrastructure projects.

The Mantap Betul Regency Road Program (Jakamantul) implemented in Pandeglang is a concrete example of public leadership in accelerating regional infrastructure development. This program aims to improve accessibility between regions, increase economic mobility, and strengthen rural community connectivity with public service centers. Effective leadership is a key factor in ensuring that programs run on target and sustainably.

Rizki Aulia Rahman Natakusumah Leadership Style

Rizki Aulia Rahman Natakusumah showed a transformational and collaborative leadership style in the implementation of the Jakamantul Program. He emphasized the importance of open communication, empowerment of the apparatus, and community participation. This approach reflects the concept of participatory leadership (Bryson, 2018) which places the community as the subject of development.

In addition, the concept of *collaborative governance* (Ansell & Gash, 2008) can also describe his leadership pattern. This model emphasizes the importance of face-to-face dialogue, trust building, and shared commitment between actors to achieve public goals. Through a collaborative approach, Rizki is able to optimize synergy between agencies, utilize the support of the provincial and central governments, and strengthen socio-political networks at the local level.

The combination of transformational, participatory, and situational leadership allows Rizki to adjust to the social and bureaucratic dynamics of Pandeglang. He not only plays a role as a decision maker, but also as a facilitator and motivator for the apparatus and the community.

Relevance of Studies to Research

From the review of the theory above, it can be concluded that the success of regional development programs is greatly influenced by the quality of public leadership. Effective leadership is able to create cross-sector coordination, drive community participation, and maintain integrity in policy implementation. In the case of the Jamanatul Program, the leadership factor of Rizki Aulia Rahman Natakusumah is the main determinant that affects the effectiveness of the program and the sustainability of development results. Therefore, this literature review strengthens the conceptual basis for analyzing the relationship between leadership style, implementation strategy, and the success of infrastructure development in Pandeglang Regency.

II. Research Methods

Approaches and Types of Research

This study uses a descriptive qualitative approach, which aims to describe in depth the phenomenon of the leadership of Rizki Aulia Rahman Natakusumah in the implementation of the Steady Betul Regency Road Program (Jakamantul) in Pandeglang Regency. This approach was chosen because the research focuses on the meanings, processes, and social dynamics that emerge in public leadership practice. According to Moleong (2017), qualitative research emphasizes on understanding social reality holistically, not on testing statistical hypotheses, but on the interpretation of meaning and context.

This type of research is a *case study* because it examines a phenomenon in depth in the context of real life, namely the leadership of a public figure in a certain regional policy. The case study approach allows researchers to identify the unique characteristics, leadership strategies, and policy implications implemented in the Jakamantul program.

Research Location and Time

The research was carried out in Pandeglang Regency, Banten Province, with a special focus on the implementation units of the Jakamantul Program and the areas targeted for road construction. This location was chosen because it is the center of program implementation led directly by Rizki Aulia Rahman Natakusumah. The research period was carried out for three months, including the stage of preparation, data collection, analysis, and writing of research report results.

Data Source

This study uses two types of data sources, namely primary data and secondary data.

Primary data was obtained directly through in-depth interviews with informants involved in the program, including implementing officials at the Pandeglang Regency Public Works and Spatial Planning Office (PUPR), project technical staff, beneficiary communities, and local figures who knew about the implementation of the program.

Secondary data was obtained through literature studies and documentation, such as official local government reports, scientific articles, online media news, and policy documents related to road infrastructure development in Pandeglang.

These data sources are used in a complementary manner to provide a comprehensive understanding of public policy leadership and implementation.

Informant Determination Techniques

The selection of informants is carried out using the purposive sampling technique, which is the selection of data sources based on certain considerations that are considered to know and understand the research object the most (Sugiyono, 2017). The criteria for informants in this study include:

- 1) Have direct knowledge about the implementation of the Jakamantul Program;
- 2) Be involved in the process of planning, implementing, or evaluating the program;
- 3) Interacting directly with Rizki Aulia Rahman Natakusumah in the context of leadership and public policy;
- 4) Willing to provide relevant and trustworthy information.

In addition, the researcher also conducted snowball sampling, which is the determination of additional informants based on recommendations from previous informants who were considered to have important information related to the focus of the research.

Data Collection Techniques

The data collection technique is carried out through three main methods, namely:

1) In-Depth Interview

The researcher conducted semi-structured interviews with open-ended questions so that the informant could explain his experiences and views freely. This interview focused on aspects of leadership style, program implementation strategies, as well as supporting and inhibiting factors for the success of the Jakamantul program.

2) Documentation Studies

The researcher collected official documents such as activity reports, program achievement data, local media news, and local regulations. Documentation is used to verify the results of the interviews and reinforce the validity of the findings.

3) Field Observation

Observations were carried out to see firsthand the physical condition of road construction, the work process in the field, and the interaction between government officials and the community. This observation helps the researcher understand the social and administrative context behind the leadership of Rizki Aulia Rahman Natakusumah.

Data Analysis Techniques

The data analysis in this study used the interactive model of Miles and Huberman (1994), which consists of three main stages:

- **Data Reduction** — the process of selecting, simplifying, and focusing raw data into categories relevant to the research focus, such as leadership style, implementation strategy, and program outcomes.
- **Data Display** — the organization of data into narratives, tables, or matrices to facilitate understanding the relationships between variables and patterns that emerge.
- **Conclusion *Drawing*** — the process of interpreting the results of the analysis that is carried out repeatedly until a valid and consistent conclusion is obtained.

The validity of the data was tested through the triangulation technique of sources and methods, namely by comparing information from interviews, observations, and documentation to ensure the accuracy and consistency of the data. In addition, the researcher also applied a member check to the main informant to confirm the results of the interpretation.

Research Limitations

The researcher is aware of limitations in the data collection process, especially related to the difficulty of scheduling an interview with Rizki Aulia Rahman Natakusumah due to the tight government agenda. In addition, some road construction sites are difficult to reach due to geographical conditions. However, the researcher overcame this by increasing interviews with implementing officials and beneficiary communities so that the data remained representative and accurate.

III. Results and Discussion

Overview of the Jakamantul Program

The Mantap Betul Regency Road Program (Jakamantul) is an initiative of the Pandeglang Regency Government to accelerate the construction and repair of regional roads. This program was launched as part of the vision of equitable and sustainable infrastructure development, with a focus on improving the quality of roads in rural areas that are the main link between sub-districts. Based on data from the Pandeglang Public Works and Spatial Planning Office (PUPR) in 2021, more than 300 kilometers of district roads have been rehabilitated or hardened through this program.

The main goal of Jakamantul is not only to increase accessibility, but also to accelerate local economic growth. Better road access facilitates the transportation of agricultural products, accelerates people's mobility, and opens up new investment opportunities in the trade and services sectors. Thus, this program has a strategic dimension both economically and socially.

Rizki Aulia Rahman Natakusumah's Leadership in Program Implementation

Rizki Aulia Rahman Natakusumah as the initiator and policy supervisor of Jakamantul displays the character of transformational and collaborative leadership. Based on the results of interviews with regional officials and the community, Rizki is known to have the ability to build open cross-sector communication. He not only relies on formal instructions, but also involves the community in the process of monitoring and evaluating the program.

His leadership is oriented towards real results that have a direct impact on society. The transformational approach is reflected in its efforts to foster a collective spirit among government officials to work more effectively and efficiently. In each coordination meeting, he emphasized the values of public services, budget transparency, and social responsibility to the community.

In addition, Rizki also applies the principle of participatory leadership, where every decision related to project planning and prioritization of road construction always goes through a joint deliberation mechanism. This strengthens the community's sense of ownership of the development results and increases the legitimacy of the program at the local level.

Jakamantul Program Implementation Strategy

Based on the results of observation and documentation, there are three main strategies that are the foundation of the success of Rizki Aulia Rahman Natakusumah's leadership in the Jakamantul program:

1) Collaborative and Cross-Sector Approach

Rizki encouraged cooperation between the PUPR Office, the sub-district government, village officials, and the local community. Through regular coordination forums, each party is given space to convey technical needs and obstacles in the field. This collaborative approach strengthens the effectiveness of communication and speeds up the decision-making process.

2) Budget Efficiency and Transparency

Within regional fiscal limitations, Rizki implemented a performance-based budget supervision system. Every project is required to have a measurable progress report and is open to the public. This transparency increases public trust and reduces potential irregularities in the use of public funds.

3) Utilization of Information Technology and Media

To strengthen public accountability, Rizki initiated the use of social media and official websites as a means of disseminating information on project progress. This step is part of digital leadership innovation that adapts to the development of the information age.

These three strategies demonstrate the adaptive ability of leaders to manage limited resources, strengthen public oversight, and maintain the effectiveness of program implementation.

Supporting and Inhibiting Factors

Factors supporting the success of Rizki Aulia Rahman Natakusumah's leadership in the Jakamantul program include:

- 1) Credibility and Social Figure.** Rizki has a positive reputation in the eyes of the public as a young figure who is innovative and close to the community. This strengthens public trust in his leadership.
- 2) Strong Political and Institutional Networks.** Support from local governments, DPRD, and community organizations strengthens coordination between agencies.

- 3) Community Involvement. Community participation in the program implementation process increases the effectiveness of supervision and the sustainability of development results.

Meanwhile, the main inhibiting factors include:

- 1) Regional Budget Limitations, which caused some projects to be delayed.
- 2) The diverse and difficult to reach geographical conditions of Pandeglang, slowed down the implementation process.
- 3) Technical and Weather Constraints, such as prolonged rain that hampered the road pavement.

Despite these obstacles, Rizki showed firmness and adaptive ability in finding solutions, for example by rearranging development priorities and collaborating with the private sector to support alternative funding.

Analysis of Findings Based on Leadership Theory

When associated with transformational leadership theory (Bass & Avolio, 1994), Rizki succeeded in mobilizing the spirit of the apparatus and the community through the vision of inclusive infrastructure development. He also displayed the dimensions of inspirational motivation and individualized consideration by giving appreciation to fieldwork and listening to input from the community.

From the perspective of situational leadership (Hersey & Blanchard, 1982), Rizki shows flexibility in adjusting the leadership approach according to field conditions. In crisis situations or project delays, he is directive; While in planning and evaluation, he is more participatory.

His leadership also reflects the principle of collaborative governance (Ansell & Gash, 2008), where the development process is carried out through open dialogue between actors and based on social trust. Through the combination of these three approaches, Rizki is able to create an effective and adaptive public leadership model to the regional context.

The Impact of Leadership on Regional Development

The success of the Jakamantul program has had a significant impact on improving infrastructure and the welfare of the Pandeglang community. Access between regions has become smoother, transportation costs have decreased, and local economic activities have increased. Furthermore, the presence of innovative and communicative leaders strengthens the positive image of local governments in the eyes of the community.

The leadership of Rizki Aulia Rahman Natakusumah also provides a real example of the importance of integrity, transparency, and participation in public development. It not only plays a role as a policy maker, but also as a motivator and liaison between the government and the community. This kind of leadership is the foundation for the realization of more responsive and results-oriented local governance.

IV. Conclusions and Suggestions

Conclusion

Based on the results of the research and analysis that has been carried out, it can be concluded that the leadership of Rizki Aulia Rahman Natakusumah in the implementation of the Mantap Betul Regency Road Program (Jakamantul) shows the character of transformational, participatory, and collaborative leadership. These three aspects make his leadership style effective in mobilizing government apparatus, strengthening cross-sector coordination, and increasing community participation in road infrastructure development in Pandeglang Regency.

Rizki's leadership is oriented towards the vision of inclusive and sustainable regional development. It is able to change the bureaucratic paradigm that tends to be administrative to be more dynamic and open to innovation. Through intensive communication and a collaborative approach, he succeeded in building public trust and fostering a sense of shared responsibility between the government and the community for the success of the program.

The Jakamantul program has proven to have a significant positive impact, both in terms of improving the quality of road infrastructure and strengthening the community's economy. Accessibility between regions increases, the distribution of goods and services becomes more efficient, and opens up new investment opportunities in the local sector. Thus, the effectiveness of Rizki Aulia Rahman Natakusumah's leadership is a key factor in the successful implementation of the program.

However, this study also found obstacles in the form of budget limitations, challenging geographical conditions, and weather factors that affect the implementation of the project. However, through flexibility and firmness in decision-making, Rizki was able to adjust the strategy so that the development targets were still achieved.

Suggestions

Based on the results of the research, there are several suggestions that can be proposed. *First*, local governments need to strengthen the program supervision and evaluation system so that the implementation of policies is more transparent and accountable. Digital-based reporting mechanisms and community participation can be an effective means of increasing public openness.

Second, collaborative leadership needs to be developed by involving all stakeholders — from government officials, the private sector, to civil society organizations. The collaborative work pattern will strengthen development synergy and expand support for public policies.

Third, local governments need to pay attention to the sustainability aspect of the program by ensuring that infrastructure maintenance runs regularly and planned. The success of development is not only measured by the completion of physical projects, but also by the long-term benefits felt by the community.

Finally, this study recommends that the leadership model as shown by Rizki Aulia Rahman Natakusumah be used as a reference for other regional leaders in realizing innovative, transparent, and public service-oriented governance.

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