



STRATEGY OF THE TRAINING MANAGEMENT AND LEADERSHIP FOR YOUTH OF PARTIDU KMANEK HABURAS UNIDADE NASIONAL TIMOR OAN

Olinda Guterres^{1*}, Augusto da Costa², Agostinho Dos Santos Goncalves³
*Master of Education Study Program, Faculty of Education Instituto Superior Cristal Balide
Dili Timor Leste^{1,2,3}*

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ABSTRACT

This research aimed to analyze the strategy for managing youth training and leadership in the KHUNTO Party. The researcher used qualitative methods to conduct this research. The informants are seven young in KHUNTO. The data collection instrument is the researcher itself using interview guidelines. The guidelines have been valid by both doctors. As a result of this research, youth are very much needed to obtain training management strategies and training from executives and leaders. So that young people are prepared to hold and carry leadership. This research suggests that the KHUNTO party has experienced training and training for young people to empower young people within the party.

INTRODUCTION

Strategy as a determining process becomes the focus of leadership planning that emphasizes long-term organizational objectives and also prepares methods to grasp the specified goals. Training involves knowledge, effectiveness, and attitudes based on the training methods to obtain results. Generally, training is a process that shapes programs or specific characteristics through training and education based on predefined plans (Feldhaus & Deppen, 2018).

* Corresponding author.

E-mail addresses: Guterresolinda1deputada@gmail.com (Olinda Guterres)*, acostas3bk2015@gmail.com (Augusto da Costa), agostinho@isc.tl (Agostinho Dos Santos Goncalves),

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The Constitution of the Democratic Republic of Timor-Leste grants rights and space to each citizen to form organized political parties. Political parties serve as instruments to build and develop the nation of Timor-Leste. These rights are declared in Article 43, which states that (1) each individual has the freedom to form associations, and such associations should not violate the law. (2) No one is obligated or pressured to join an association against their will (Government of Timor-Leste, 2014).

The constitutional declaration on forming associations or political parties provides an open space for all Timorese citizens. Those who have effectively utilized this legal mandate are the individuals who have, up to the present time, established various associations, including political parties and the KHUNTO National Unity Party (KHUNTO) this abbreviation abbreviation is used as the text terms). KHUNTO, as a political party, plays a fundamental role in actively participating in the development of the nation and the people of Timor-Leste.

KHUNTO officially emerged in Timor-Leste in 2011. In the referenced year, the appeals court declared that the party "Kmanek Haburas Unidade Nasional Timor Oan," with the acronym KHUNTO, had received legal formalization. This formalization is described in Article 13 of Law Number 3/2004 (Statute, 2020). The presence of KHUNTO representatives in the Timor-Leste National Parliament through parliamentary elections is an implementation of the constitutional mandate in Article 46. This article declares that the nation guarantees (1) the right of each citizen to participate in political life and public activities in this nation, either directly or through representation in elections. (2) each citizen has the right to establish and participate in a political party. (3) the establishment and organization of political parties must be regulated by law. This reality is an expression of the spirit of the Constitution of the Democratic Republic of Timor-Leste, as stated in Article 19 (Constitution of the Democratic Republic of Timor-Leste, 2014).

Article 19 defines the roles of emerging youth in the constitution's narrative. It declares that (1) the nation must promote and encourage the initiatives of the youth towards the consolidation of national unity, reconstruction, defense, and development of the nation. (2) the nation must promote education, health, and vocational training for the youth to apply. The KHUNTO Party's statute defines youth as newly emerged individuals, including women, who will also be priorities for the KHUNTO Party. The

party considers youth a priority because they are the wealth of the party and the nation in the future. Reflecting on this, the KHUNTO Party creates opportunities and training programs for its youth in each party's management strategy.

LITERATURE REVIEW

Strategy management plays a crucial role as a tool for every political party or organization to achieve its objectives (Wylie et al., 2018). KHUNTO is a political party that uses strategic management to implement its mission and achieve its goals. Strategy serves as the direction and long-term objective of an organization, benefiting from the configuration of natural resources and the changing environment to meet market needs and stakeholder expectations (Wylie et al., 2018; Ireland, 2018; Bostrom & Sandberg, 2017).

Management is planning, organizing, implementing, evaluating, and controlling collective efforts within an organization (Ireland, 2018; Brown, 2016). Institutions utilize their human resources to achieve predetermined objectives, requiring effective use of strategic management methods, such as SWOT analysis for the KHUNTO Party (Rahardja et al., 2019).

The objective of strategic management training is a foundation that determines the direction for the organization's future changes. It involves a critical analysis of problem-solving approaches for the future (Saputra et al., 2018; da Costa et al., 2018; Sataloff, 2017). Strategy becomes an intellectual ability to address future problems, situations, or challenges an organization may face. The goal is to comprehend phenomena and respond effectively through strategic management training (Bartrés-Faz, et al., 2018; Da Costa et al., 2017; International Dyslexia Association, 2017).

According to Fabozzi and Drake (2011), strategic management involves analyzing, decision-making, and actions for competitive advantages. The Hunger and Wheelen Model of strategic management includes four essential elements: (1) environmental observation, (2) strategy formulation, (3) strategy implementation, and (4) evaluation and control.

Environmental Observation: This includes identifying opportunities and threats external to the organization that may have a direct or indirect impact. The external environment consists of service and social environments. **Strategy**

Formulation: This involves developing a long-term plan by managers to discover strategic management opportunities and threats, strengths, and weaknesses. **Strategy Implementation:** The process where managers implement and develop programs, budgets, and procedures. It involves decisions in resource allocation. **Evaluation and Control:** This is an ongoing activity to monitor the effectiveness of strategic management, providing feedback for adjustments. Evaluation and control are essential elements of effective strategic management.

According to Angell et al. (2015), the three stages of preparing strategic management are (1) strategy formulation, which includes defining the organization's vision and mission, establishing long-term objectives to achieve the vision and mission, and selecting strategies to achieve objectives; (2) strategy implementation, which involves setting immediate objectives, budget plans, and functional strategies to achieve the strategy; (3) control of strategy formulation, including establishing standard procedures, monitoring progress in strategy execution, initiating collective actions to ensure commitment to strategy implementation.

Strategic management training has several benefits as identification, prioritization, and exploration of opportunities (Dumas et al., 2018). The strategy informs individuals about the goals of their activities and analyzes the cost-effectiveness. While financial benefits are essential, there are other potential benefits. The strategic management point should provide clear guidance for the organization and its users (Saleem et al., 2022).

Every training objective is based on expectations and rooted in the continuous program or the accumulation of human resources (Vinet & Zhedanov, 2011). Strategy is essential for competitive advantages (Silva et al., 2021). Andrade et al. (2022) define strategy as a continuously evolving attitude, starting from what can happen, not what has happened.

The objective of strategic management training is to be a guiding force for the organization's future direction. The objective training is to analyze problem-solving approaches for the future (Sataloff, 2017). Strategy is considered the intellectual ability to address future problems, situations, or challenges an organization may face. According to Fabozzi and Drake (2011), strategic management involves analyzing, decision-making, and actions that contribute to an effort's advantages. The Hunger and Wheelen Model of strategic management includes four essential elements: (1)

environmental observation, (2) strategy formulation, (3) strategy implementation, and (4) evaluation and control.

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Brown (2016) describes that each training objective must be based on the respective life objectives based on certain expectations. Life objectives are to achieve despite existing efforts without improving the training system. Psychological training is a caring effort to create conditions to foster certain conditions based on expectations (Smeyers, 2018). In informal education, management training is carried out with clear objectives, always following a plan. Conceptually, training (empowerment) comes from the English word "power." Therefore, the main idea of training is associated with power. Atmoko et al. (2022) state that training etymologically comes from the word "form." The training process involves establishing methods, training methods, renovation, efforts,

and attitudes that become effective. It is based on a pragmatic attitude to solve the organization's or individual's problems (Costa et al., 2019).

The general objective is to elevate personal ability so that individuals can effectively solve problems (Gholami et al., 2021). The training also aims to enhance knowledge and intellectual capacity to address various issues. The training fosters interest in work and collaboration with others. To perform well with others, participants need induction training to facilitate their engagement in new tasks to achieve the goals (Ibragimov, 2022). Supervision provides education to new members (Hanafi et al., 2022).

The method of counseling or encouragement involves using clear and respectful language that is easy to understand. It emphasizes not mentioning the feelings of others too much when providing advice (Hanafi et al., 2022). The language of trainers should align with the participants' backgrounds, attitudes, and educational levels. Consideration must accord with the timing of advice efforts to guide those who receive training (Ionescu et al., 2020).

Training conducted through various study processes aims to achieve autonomy. The training process involves several stages, such as building consensus forming attitudes, and progress in personal capabilities. This preparation phase is essential for effective capacity-building. Training in consciousness will open up interests and awareness in society regarding their conditions, promoting awareness of their rights and creating a better future (Terra, 2019).

Transformational stages involve capacity building, knowledge, perspective, ability, and consciousness. These abilities empower individuals to take responsibility in the development process. The transformation of knowledge and effect is effective when individuals possess a positive mindset and act efficiently in the initial stages (Daniels, 2016). Society engages in a learning process related to knowledge and capacity that is relevant to needs and demands. At this stage, the community contributes fundamental functions and participation at a basic level, defining its developmental objectives and avoiding becoming subject to developmental conditions (Harrison, 2008).

Training is an activity that enhances personal capacity and abilities. A well-trained individual possesses good moral qualities, contributing to the quality of their character. Each needs proper education and training to take on any role, requiring

appropriate education and training (Early et al., 2017). Training and education prepare individuals to become citizens with good qualities. Therefore, training and education have essential values. Through training, organizations or nations produce generations with valuable characteristics, fostering good attitudes in youth. Developing individuals with positive character is crucial for effective participation in the nation's development process (Hymel & Swearer, 2015).

The term "training" in professional education represents a process of change based on self-reflection and reflection on the expectations and responsibilities of students. It includes moral dimensions correlated with the profession and responsibility in professional societies (Department of Learning and Early Childhood Education, 2012) (Naran, 2022).

The researcher's objective is to describe the concept of training to prepare resources for the development of academic individuals and faculties in higher education to explore normative and moral dimensions. In this context, the term training describes the change, indicating that students change higher education and faculty members undergo changes, leading to scholarships (Adamchuk et al., 2019). Caderization is the process of preparing human resources to become future leaders who can take on roles and functions in an organization effectively. It is a complex issue in various aspects of life, including governance, political organizations, youth organizations, and sports sectors (Islah, 2022).

Informal Caderization accumulates positive indicators or criteria from leadership candidates who have positive characteristics to assume leadership roles. Fair performance based on achievements, loyalty, and dedication to the organization is essential. The Categorization of senior and junior generations must be active (Notoatmodjo, 2018). Each generation engaged in frequent communication with the newly assumed leadership roles should provide guidance and counseling to motivate the new generation. The new generation is prepared to demonstrate maturity and good behavior (Vinet & Zhedanov, 2011).

Internal Caderization efforts are a formal training process to achieve through various methods such as (Patel, 2019): (1) Providing opportunities to assume leadership roles, (2) Leadership training within or outside the organization, (3) Providing opportunities for the organization members to follow leadership candidate preparation programs held at specific times, (4) Providing work for the study.

Essential principles for the Categorization system in an organization include trust and justice as crucial bases for the organization's activists. In such a situation, a cadre of candidates will dedicate themselves to the organization's development. An emotional relationship is required for each member to contribute optimally to achieving the organization's objectives. Therefore, maintaining morale and ethics in the organizational cadre is essential (Breien & Wasson, 2021).

The objectives of Caderization include creating qualified individuals, building firm trust, and developing values that must exist in the cadre's life. It involves demonstrating ideological values that must exist in the cadre's life. Abilities and capacities are required in areas that the organization needs. It does not necessarily mean leadership in a political or social organization. Political leadership requires specific capabilities. Producing political leadership that follows the needs of social and political organizations is crucial (Da Costa, 2018).

The function of caderization programs is to produce leadership candidates who are ethical and well-prepared. Caderization serves as a means to recruit, affirm commitment, and cultivate knowledge of the organization's ideology. The ideology relates to understanding the vision and mission of the organization. The categorization process is an affirmation of the organization's long-term. Thus, the categorization process is continuous to strengthen relationships within the organization (Bartrés-Faz et al., 2018).

KHUNTO is a political party in the Democratic Republic of Timor-Leste. The party has gained the trust of the Timorese people through the number of seats it holds in the National Parliament. KHUNTO grasps five seats. It indicates that KHUNTO has a place in the hearts of the people. The KHUNTO party plays a significant role in the nation of Timor-Leste (Brunner & Hagelstrom, 2021).

The interests of the KHUNTO party lie in the lives of its members as part of society and the nation, as outlined by Kumar et al., 2022: (a) Defending, promoting, advocating, and upholding the values of democracy. (b) Protecting and ensuring the well-being of the people.

(c) Creating favorable conditions for citizen participation in the development process of the nation of Timor-Leste. (d) Upholding and promoting the rights of the people, reconciliation, and the National Unity Pact. (e) Developing the capacity of the

people of Timor-Leste to have rights and duties according to the law and government, irrespective of village, race, religion, group, or gender. (f) Developing the capacity of the free, confident, secure, and just people of Timor-Leste, promoting good living conditions. (g) Advocating for democracy in the lives of society as a nation. (h) Developing and promoting culture to strengthen unity as the fundamental basis of the nation of Timor-Leste. (i) Developing and fostering the environment and natural resources for future management. (j) Implementing an economic system that ensures the well-being of the people's lives. (k) Ensuring protection for the lives of individuals and families. (l) Creating favorable conditions for the people in economics, politics, administration, and socio-cultural aspects. (m) Creating favorable conditions for citizen participation in national development and promoting citizenship. (n) Preserving the history of the struggle for the national liberation of the people and the nation, emphasizing cultural values and the diverse history of Timor-Leste.

METHOD

The research methodology employed in this study is qualitative. Levitt et al., (2018), define qualitative research as a method based on a post-positivistic or interpretative attitude. This method discovers the objective conditions of nature. Researcher as an instrument (Bitektine & Miller, 2015).

Data collection techniques are observation, interview, and documentation. Data analysis uses an inductive/qualitative approach and the results of the qualitative research to understand significance and uniqueness, construct phenomena, and make assumptions (Umah, 2021). Qualitative research is an intensive investigation of understanding phenomena such as attitudes, perceptions, motivations, behaviors, and other characteristics using linguistic and descriptive methods in specific contextual settings.

The research method employed is qualitative phenomenology (Mojahan, 2018). Phenomenology is a qualitative research model where the researcher explores a clean exploration of phenomena, events, processes, and activities occurring in society. These phenomena are related to location, time, and action. The researcher collects detailed data through continuous data collection procedures.

Observation is the foundation of scientific inquiry, allowing scientists to observe facts about reality. The researcher observes data directly at the KHUNTO

party's center in Manleuana, focusing on the activities of youth and trainers in the strategic process of training and leadership development for party youth (Benhalilou et al., 2020).

Interviews involve encounters between the researcher and the informant. The researcher prepares questions in a structured interview, creating a dialogue to share information and ideas through questions and answers. This construct meaning on specific topics. An interview is a dialogue with objectives. The interviewer addresses questions, and the informant responds to provide the needed information. The researcher conducts interviews based on a prepared interview guide, leading to the classification of this data collection technique as a structured interview (Beaty et al., 2020).

Documentation involves recording events, which can take the form of literature, designs, or monumental works. According to Do Carmo et al. (2020), documentation is any written material, including films, recordings, or other unprepared materials. It is based on the researcher's requirements. The documentation is used to collect data, such as the party's statute book, training photos, and interview recordings. Data analysis, as outlined by Costa et al. (2020), involves: Displaying data and organizing the collected data in a written form. Reduction of data is Summarizing and selecting central ideas, focusing on important concepts. Drawing conclusions: Verifying and describing the data. This step depends on reducing or including all data.

RESULT AND DISCUSSIONS

Result

Leadership development within the party always occurs because, as a political party, there is a moral obligation to conduct training to gain national experience to contribute to the sustainability of the KHUNTO party. Leadership development for the KHUNTO party is crucial and ongoing" (E1,35, 2023) "The youth leadership development program in the KHUNTO party aims to shape its youth into responsible individuals who can articulate and embody the party's vision and mission" (E6,36, 2023).

development. The KHUNTO party needs training because, through such programs, the party members can understand the politics and principles of the party. The principle is core values, vision, and mission” (E5,35, 2023).

The benefits of this training include knowledge among the youth and, fostering mutual understanding during the training and leadership development process. It enables them to learn how to become leaders, leading other youth at the grassroots level and beyond. (E6,36)

Positive aspects observed in youth training and leadership development include the ability to shape innovative, creative, and responsible individuals, not only for themselves but also for their communities (E6,36, 2023).

It is crucial to provide ongoing training to the youth to ensure the sustainability of the party. Youth must possess the knowledge to align with the party's vision and mission” (E1,35, 2023). Clearly, through training, youth can enhance their knowledge and personal skills, ensuring the sustainability of youth leadership within the KHUNTO party in the future” (E2,31, 2023)

Training and leadership development for their youth. a. Orientation before conducting training Approaching the CPN structure and national counselors for guidance is essential before initiating training. (E1,35, 2023) b. Training from IRI The youth in the KHUNTO party have received training from the IRI. (E2,31, 2023) c. Training methods The method employed to develop youth involves identifying their capacities in specialized areas, such as cooperative training in agriculture, and cooperative training in language courses like English and Korean. (E6,36, 2023) Teaching, practical experience, explanations, and intellectual professionals within the KHUNTO party conduct training at the municipal, post, and village levels nationwide. (E3,40, 2023) Effective methods employed by the KHUNTO party to develop its youth include discussions, discourse, and other approaches. (E5,35, 2023) Challenges and negative aspects encountered in training and leadership development for their youth. "The challenge faced during training is the inadequate facility corresponding to the issues within the training itself" (E2,31, 2023) Indeed, there are negative aspects to this training, such as difficulties in materials and delayed understanding. (E3,40, 2023) A negative aspect is that some militants do not prioritize the importance of the material but are more concerned about the finances for their training. (E4,30, 2023) Another negative aspect encountered in

training is that some youth lack the willingness to participate. (E5,35, 2023) The challenge faced in this training is that the party does not provide sufficient assistance and support to the youth when their training ends. (E6,36, 2023)

Training and leadership development are processes preparing human resources for the future, creating leaders who can assume roles and functions within an organization effectively. However, some challenges arise, particularly in the context of a nation's development. The process of leadership development is complex, involving various aspects of life, including governance, political organizations, youth organizations, and even the sports sector (Islah, 2022).

Discussions

Discussion The KHUNTO Party is committed to providing training and leadership development for its youth, as it recognizes its moral obligation as a political party to conduct training and gain experience that can contribute to the sustainability of the KHUNTO party. The importance of leadership development for the KHUNTO party is significant, and the proper periodization of training is crucial. Training the youth who possess good leadership qualities provides courage and political guidance, fostering patience and knowledge, leading to the development of innovative and creative individuals who can drive the party forward in Timorese society (Wasilyastuti et al., 2018; Páramo Fernández et al., 2017).

The benefits of conducting training and leadership development for the KHUNTO Party include enhancing political capabilities to contribute to the national development process and ensuring the party's quality for the future. The positive aspect of this training is that it accumulates knowledge among the youth, creating mutual understanding during the leadership training period and teaching them how to become leaders who can guide others at various levels. Another positive aspect of youth training is that it shapes them to be innovative, creative, and responsible individuals for themselves and their communities (da Costa et al., 2019).

It is essential to provide training for the youth to ensure the sustainability of the party, as educated youth with knowledge can elevate the party's vision and mission. Through training, knowledge can be facilitated, and the personal knowledge of each youth within the KHUNTO party can be harmonized to guarantee the sustainability of youth leadership within the party in the future (Chen et al., 2015).

The approach and methodology for effective training come from individuals with good knowledge. A successful training program should be consistent and professional. To achieve the training objectives, a positive attitude and effective training methods are crucial. Some effective methods include using examples as training models in the education and training process.

The KHUNTO party employs various methods, such as discussions, discourse, teaching, practice, and explanations by intellectual professionals, to conduct training at municipal, post, and village levels throughout the national territory. Another effective approach to youth development is to identify their capacities in specialized areas, such as cooperative training in agriculture and language courses like English and Korean. The youth in the KHUNTO party have also received training from the IRI (Lambert et al., 2017).

Challenges and negative aspects exist as significant obstacles when implementing training and leadership development programs. These challenges include inadequate facilities corresponding to the issues within the training itself, difficulties in materials and delayed understanding during training, a lack of financial prioritization for training among militants, and a lack of assistance and support from the party when youth training concludes.

CONCLUSIONS

Based on the descriptions in the sub-chapters and data analysis, the following conclusions can be drawn:

The KHUNTO Party conducts training and leadership development for its youth to ensure their effective leadership within the party. The aim is to shape responsible youth capable of articulating the party's vision and mission. The benefits of this training include the accumulation of knowledge, mutual understanding among youth during the training period, and the assurance of sustainable youth leadership within the KHUNTO party.

The KHUNTO Party employs effective methods to train its youth, including identifying their capacities in specialized areas such as cooperative training in agriculture, English language courses, and leadership training at various levels. The party emphasizes discussions, practical exercises, and explanations by intellectual professionals to ensure comprehensive training.

Challenges within the KHUNTO Party concerning youth training include a lack of importance given by militants to the training material, financial concerns, and negative aspects such as difficulties in materials and understanding. Overcoming these challenges is crucial for the success of training and leadership development programs.

From these conclusions, the following suggestions are proposed:

The KHUNTO Party should prioritize positive changes in its training and leadership development programs to enhance the capacities of its youth. Continuous efforts should be made to provide ongoing training and support to the youth who have already undergone training. The party should also actively assist trained youth in articulating and maintaining the political identity of the KHUNTO party at the grassroots level.

The KHUNTO Party should improve its methods of providing training and guidance to its youth to ensure effective development. The party should be considered a significant learning center for political education, emphasizing professional and consistent training methods. The party is an essential place for political learning. It should encourage youth participation and exercise their capabilities to ensure the nation's political development.

Overcoming challenges within the KHUNTO Party regarding youth training is essential to provide positive benefits to the youth. Addressing negative aspects, such as inadequate facilities and financial concerns, requires concerted efforts. Additionally, changing the mentality of militants regarding the importance of financial support for youth training is crucial to ensuring the success and sustainability of these programs.

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