

Implementation of Transformational Leadership in Village Institutions

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ABSTRACT

The village head has a key role in developing his village with various leadership styles in order to improve the village economy. One popular leadership style is transformational leadership. Therefore, this research aims to identify the implementation of transformational leadership in village institutions in improving the village economy. This research is descriptive research with a qualitative approach. This research was conducted using in-depth interviews with four village heads including village officials and business actors in Jombang Regency, including Ngampungan Village, Galengdowo Village, Wonomerto Village, and Carangwulung Village. This village was chosen because it has a fairly developed rural tourism in Jombang Regency. The research results show that the Head of Galengdowo Village has the highest level of application of transformational leadership among other village heads, followed by the Heads of Wonomerto and Carangwulung Villages who have similar characteristics.

Keywords: Transformational Leadership, Leadership; Village

INTRODUCTION

Some time ago, the Covid-19 pandemic that occurred has had an impact on various aspects of human life, one of which is the economic sector. Various economic activities cannot run normally throughout the world due to regulations issued by the government, where Indonesia also experienced this disaster. As a result, in 2020, Indonesia experienced an economic contraction of -2.07%, and Indonesia's economic development dropped drastically due to this pandemic (Pratiwi, 2022). The decline in the national economy has an impact on all lines of economic activity from the central government to rural areas. Problems that occur in the central government certainly have an effect on lower governments, including village governments, because the village economic fund circulation structure relies on assistance from the central government, because the government budget during the pandemic was prioritized for handling Covid-19 first. Therefore, Transfer to Regions and Village Funds (TKDD) activities were also affected by the TKDD activities being cut/postponed (Pratiwi, 2022) and causing the amount of funds received by villages to not be absorbed normally.

The village head has a key role and great responsibility to bring progress and prosperity to the village. Village heads need to have distinctive personality aspects and leadership styles to

support efforts to create good relationships with the community and village officials. Among the different leadership styles, transformational leadership represents a unique approach that can be applied in a village context. According to Bass & Avolio (1994) & Oentoro (2005), leadership transformational in the village organization has several characteristics such as leading with vision, passion, innovation, progress, empathy, charisma, knowledge, and attention. While the components of transformational leadership in village organizations (Stone et al., 2004) consist of being charismatic, capable to inspire, encouraging creativity, and understanding character. Leaders with a transformational leadership style are expected to be good at resolving conflicts by adopting the right policies, especially for village organizations. Transformational leadership seems to be applicable in determining organizational policies, especially during a pandemic where various conflicts and problems require an intensive role from a leader so that they can respond quickly in resolving these conflicts.

Based on the above phenomenon, this research aims to investigate the implementation of transformational leadership in village institutions in improving the local economy. In this research, a study will be carried out on four rural tourism in Wonosalam District, Jombang Regency, including Galengdowo Village, Wonomerto Village, Carangwulung Village, and Ngampungan Village. This village was chosen because it is a fairly developed tourist village in Jombang Regency. The level of leadership of each village head will be assessed by internal and external parties through a questionnaire containing several questions regarding the village head's transformational leadership.

METHOD

This research is descriptive research with a qualitative approach. According to Cresswell (2011), a qualitative approach is a method for exploring and understanding the meanings ascribed to several individuals on social or humanitarian issues. This research was conducted in Ngampungan Village, Galengdowo Village, Wonomerto Village, and Carangwulung Village, which are in Wonosalam District, Jombang Regency. The data collection technique in this research uses a questionnaire to discuss the transformative leadership carried out by the village head. The purpose of using the questionnaire is as a data collection medium which contains 21 questions related to leadership values. In the proposed questionnaire, the options "yes" and "no" are available, as well as a score of 1-10 to indicate the degree of leadership that each respondent perceives towards their leader.

This research was conducted in the form of a survey using questionnaires to internal parties including village officials and external parties including business actors, as well as the community of each selected village in the tourist area. The degrees of transformational leadership and their conclusions are based on theory and translated into a questionnaire to draw opinions from subordinates. The internal respondent category (village officials) reflects the research object (village head) as a manager in a workplace, while the external respondent category (community/village residents) reflects the village head's transformational leadership implemented as a community leader.

RESULTS AND DISCUSSION

Transformational leadership style is increasingly used to explain organizational performance (Pasha et al., 2017). The study of governance and public policy making is characterized by a distinct set of limitations. The way these boundaries are set is also influenced by political contestation, which means it raises important questions regarding the exercise of power (Fawcett et al., 2018). In this research, four hearing village figures were used as research objects, to measure the level of leadership. The aim of assessing the village head's leadership is to see the extent to which the leader makes better use of existing resources in the community to create a shared belief about what has been achieved.

For the first question, all respondents felt that the village head had reliability in leading with the highest score received by the Galengdowo village head. Sebastian et al. (2019) explained that reliable leaders in an organization will also improve organizational management skills. A reliable leader is a leader who has clear goals, vision and mission. A leader can utilize resources to achieve organizational goals, including human resources.

For the second question, all respondents felt that the village head had empathy to face the challenges faced in the organization effectively. The research results of Singh & Dali (2013) show that leaders must develop their empathy competencies to be able to Sellars & Imig (2021) also explain that empathy has an important role and has a positive impact on the organization. The results of this research show that all village heads have the same level of empathy felt by the community. Empathy is used by the village head to be able to feel what his subordinates feel so that the leader can make decisions or policies that can have a good influence on the progress of the organization.

For the third question, all respondents felt that the village head had capable of motivating their employees with the highest score achieved by the Galengdowo village head. The research results of Hameduddin & Engbers (2022) show that motivation mostly influences public services and slightly influences leadership factors. Marques (2021) also states that motivation influences the improvement of public services. The ability to motivate is one of the important skills that a leader, especially a village head, must have. Villages are also organizations that deal directly with the community, therefore the opinion of village officials in this case as human resources who work directly with the village head is very important in providing excellent public services.

For the fourth question, the majority of respondents felt that the village head had able to delegate authority well with the highest score achieved by Galengdowo Village. Delegation of authority is considered a way to handle complex technical problems (Wiener & Man, 2019). The habit of delegating work problems is still widely used in activities in the context of problem solving (Bonotto & Basso, 2001). The ability to delegate tasks is a key factor in a leader's success in completing the work program that has been prepared. By distributing tasks to employees, task completion will be more effective and efficient and the results achieved will also be more satisfying.

For the fifth question, the majority of respondents answered that the village head had a clear vision and mission in developing their village. Transformational leaders must be able to use their visionary abilities to change organizational aspirations and behavior (Pasha et al., 2017). Organizational goals are described as vision and mission. Furthermore, the vision and mission will be outlined in the work program. All village heads have a clear vision and mission, can be understood by all their subordinates, and are oriented towards community welfare.

For the sixth question, all respondents felt that the village head could understand their duties well as leaders with the highest score achieved by the Galengdowo leader. Elmholdt et al. (2016) shows that a leader has high motivation to carry out his duties well, resulting in appropriate assessments by the organization. Village heads who understand their duties as leaders are expected to have a goal in their leadership to serve the welfare of the people, in accordance with the mandate of the law.

For the seventh question, all respondents felt that the village head were exemplary leaders. An exemplary and good leader is a leader who can effectively integrate leadership development using organizational management (Groves, 2007). According to Yammarino et al. (2015) building a good leadership model aims to develop the organization in the long term by involving various parties. Leaders who can set a good example to their employees are proven to be able to create a healthy work culture or community.

For the eighth question, the majority of respondents felt that the village head had the ability to influence society. The influence tactics used by leaders in implementing leadership in the organization will align the perspectives of all members of the organization (Curtis, 2018). Effective organizations require effective followers and leaders (Manning & Robertson, 2016). Leaders who can utilize various organizational influences will increase the likelihood of achieving positive results in organizational programs (Naicker et al., 2016). An organization cannot stand alone, especially an organization that operates in the field of community service. The village head has collaborated with various other organizations, including the central government, community, industry and media. The resulting synergy will improve the organization's performance in achieving its goals.

For the ninth question, the majority of respondents felt that that the village head saw themselves as someone who was willing to make sacrifices for the benefit of society with the highest score achieved by the Head of Galengdowo Village. Sun & Shang (2019) show that a friendly leader's attitude influences good relationships and serving behavior. Willingness to sacrifice in this terminology is the village head's ability to use his personal resources to fully support the organization's goals. The resources you have are energy, thoughts, time, even money. With this attitude, it can be ensured that the village head's leadership is truly beneficial to the community.

For the tenth question, all respondents felt that the village head were figures who had high organizational intelligence. Highlighted intellectual leadership will facilitate the delivery of the concept of sustainable development and will lead to an increase in wider influence (Hatakeyama, 2008). Sustainable development is a process of change in which resource exploitation, investment direction, technological development orientation, and institutional change all align and enhance current and future potential to meet human needs and aspirations (Feyerherm & Parker, 2011). Intellectual is one of the main assets that a leader must have. In this case, all village heads already have intelligence in village management. According to Wilson (2014), leaders who can apply an intellectual attitude are able to implement the organizational framework more easily.

For the eleventh question, all respondents felt that the village head cared about the environment. The village is an organization that operates in the social sector, so the village head must have concern for social aspects. The aim of the village is to achieve the welfare of the village community, so that the programs prepared by the village head reflect his concern for the social problems around him.

For the twelfth question, the majority of respondents felt that the village head liked the concept of collaboration with the highest score given to the Galengdowo village head. According to Ramadass et al. (2017) the step to change the structured public sector is to create collaborative movements in several public sectors. Research by Daspit et al. (2013) show that an organization's internal teams influence effectiveness and collaboration with other teams. Meanwhile, Weddle (2022) shows that leader accountability can form a framework with collaborative goals so that shared goals can be aligned. The research results showed that all village heads showed interest in the concept of collaboration. In the era of globalization, the concept of synergy with other organizations greatly influences the effectiveness and efficiency of organizational management.

For the thirteenth question, the majority of respondents felt that the village head had a disciplined attitude in leading with the highest score given to the Galengdowo Village Head. Discipline is something that needs to be practiced to increase strength, not just a set of principles or technology (Alvehus, 2021). Discipline can be a challenge for leaders because it involves wisdom in its application (DeMatthews, 2016). Discipline in this case is not only limited to managing time and energy, but also discipline in carrying out activities to support the organization's vision and mission to achieve organizational goals.

For the fourteenth question, the majority of respondents felt that the village head had initiative, creativity and innovation in leading with the highest score achieved by the Galengdowo leader. Transformational leadership forms an organizational climate that is conducive to employee creative processes (Azim et al., 2019). This is reinforced by the results Khalili (2017) which show that creative and innovative leadership has a significant effect on innovative behavior at the individual level in the workplace. In the current era, village heads are required to have initiative, creative and innovative character; able to develop work programs that are innovative and in line with current developments. The village head's ability to manage resources is required by including creative and innovative elements.

For the fifteenth question, the majority of respondents answered that the village head had strong determination with the highest score achieved by the Galengdowo village head. A leader's strong determination is demonstrated by the ability to carry out work programs to achieve organizational goals.

For question sixteen, all respondents felt that the village head was open-minded and accepted suggestions and input from employees/community. The results of the research show that all village heads are seen by their officials and the community as open-minded and able to accept suggestions and input from other parties. Open-mindedness is seen as socially desirable when individuals find viewpoints that conform to conventional social norms (Wilson et al., 2017).

For question seventeen, the majority of respondents answered that the village head had high mobility with the highest score reflected in the leader of Galengdowo Village. Mobility and settlement are complex processes, with people sometimes moving from sedentary to mobile strategies over time (Sapignoli, 2014). Leader mobility is considered as a condition where the leader shows how to coordinate the development of his organization (Cartier, 2016).

For question eighteen, all respondents stated that the village head liked deliberation. Deliberation is a core form of communication in management and leadership to set expectations and provide feedback, as well as ensuring the organization's work is aligned with predetermined priorities (Erickson, 2021).

For question nineteen, all respondents answered that the village head prioritizes transparency in the organization. Transparency and authenticity are the keys to effective communication (Erickson, 2021). Muntz et al. (2019) show that, through transparent leadership behavior, supervisors can effectively intervene in the vicious cycle between unauthorized assignments and employee job dissatisfaction and thereby benefit working conditions for leaders and followers.

For question twenty, all respondents felt that the village head had an entrepreneurial spirit. The research results of Haase & Franco (2020) show that transformational leadership has a dominant role in the organizational context to increase collaborators' positive attitudes towards collective entrepreneurship. Meanwhile, the research results of Eyal & Kark (2004) show that transformational leadership provides a managerial background for entrepreneurship and has complex relationships within the organization.

For question twenty-one, all respondents felt that the village head had a responsive attitude in making decisions. Responsive leadership is a combination of leadership philosophy, practices, and policies that creates an inclusive environment for all (Johnson, 2014). Levitan (2020) research results show that responsive leadership requires a voice from the organization to ensure program implementation is appropriate and understood by the organization.

CONCLUSION

The role of village heads is very influential in dealing with various problems with their respective leadership styles to determine policies. One of the existing leadership styles is transformational leadership. The research results show that of the four village heads who were the object of research, the Galengdowo Village Head received the highest overall score from the questionnaire based on the internal and external views of village officials, business actors and the general population of the village. The transformational leadership style in determining policy in the midst of an unprecedented situation is assessed and reflected from the perspective of the community led by each village head.

Based on this research, the researcher provides suggestions for further research which is expected to expand the scope of research, so that existing research can be developed to produce more comprehensive research. The village head is expected to be able to improve the quality of his transformational leadership style to support the development of his tourism village based on the transformational leadership aspects that have been prepared. The village government must also be able to oversee all business units in the village so that they can make a wider contribution to society.

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