

Implementation Of Transformational Leadership Of Village Heads In Developing Bumdes In Gandusari Village

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Abstract:

Implementation of transformational leadership by village heads in developing Village-Owned Enterprises (BUMDES) in Gandusari Village to support the local economy and community welfare. The purpose of this research is to analyze and discuss the implementation of transformational leadership of village heads in developing Bumdes in Gandusari Village. The research method used is a qualitative method. The collected data was analyzed through descriptive analysis. The results of the study show that the transformational leadership of the Gandusari village head uses the Robbins Theory approach with the 4 indicators accordingly, , (Charism) which has its own attraction in him that is finally able to make others to choose him as a leader, (Motivation inspiration) The Head of Gandusari Village gives motivation to his members to immediately submit a report on the plan for the development of the Three Stars in Gandusari Village, (Intellectual stimulation) that the leader tries to motivate to solve problems, and (individual attention) this has great potential the head of Gandusari village gave encouragement, for the development of BUMDES

Keywords: Implementation, Leadership, Transformational

INTRODUCTION

The village head plays a crucial role in community development, particularly in the context of the social and economic conditions in the Gandusari area. Community development in rural areas is not limited to physical aspects, such as infrastructure, but also encompasses improving the quality of life for residents through economic growth, education, health, and social welfare.

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In Gandusari, the social and economic conditions of the community are highly diverse, presenting various challenges that must be addressed. Social conditions encompass aspects such as education, health, and social relations among residents. Meanwhile, economic conditions include livelihoods, income, and access to economic resources. The village head serves as the primary leader and driving force in identifying community needs, planning development, and coordinating the implementation of various development programs.

The role of village heads in community development in Gandusari is crucial. They must be able to identify community issues and needs, as well as formulate effective solutions. Village heads must also have the ability to communicate and coordinate with various parties, including local governments, community organizations, and the private sector, in order to optimize available resources for development purposes.

One of the key aspects of community development is the management of Village-Owned Enterprises (BUMDes). BUMDes are village economic institutions established to manage village assets and economic potential with the aim of improving community welfare. Village heads play a strategic role in the management of BUMDes, from their establishment and planning to the implementation and evaluation of BUMDes programs.

The village head must ensure that the BUMDes is managed professionally and transparently, and is capable of making a tangible contribution to the improvement of the village economy. This includes selecting business sectors that align with the village's potential and needs, ensuring accountable financial management, and developing the capacity of human resources within the village. In this way, the BUMDes can serve as a driving force for a sustainable village economy and be capable of addressing the various economic challenges faced by the community.

Additionally, the village head must also be able to encourage active community participation in the management of BUMDes. Community participation is crucial to ensure that the programs implemented align with the needs and aspirations of the community. The village head must foster an environment conducive to community participation, including through outreach, training, and raising awareness of the importance of BUMDes' role in village development.

Overall, the role of the village head in community development and the management of the Village-Owned Enterprise (BUMDes) in Gandusari is crucial for

creating a self-reliant, prosperous, and sustainable village. With effective leadership and active participation from all segments of the community, it is hoped that development in Gandusari will proceed smoothly and provide the greatest possible benefits to the community.

Prior to transformational leadership, the economic conditions of the community in Gandusari Village were likely limited and underdeveloped. The majority of the village population relied on traditional agriculture, which is vulnerable to price fluctuations and weather. Limited job opportunities in other sectors led to a relatively high unemployment rate among villagers. Additionally, access to education and skills training was limited, making it difficult for residents to improve their qualifications and competitiveness in the job market.

Following the emergence of transformational leadership in Gandusari Village, there has been a significant improvement in the community's economic conditions. The visionary and proactive village head has been able to bring about positive change by implementing innovative economic development programs. Job diversification has become a primary focus, with efforts to promote the development of new economic sectors such as local tourism, the creative industries, and modern agribusiness. Through economic empowerment efforts, access to education and skills training has been improved, giving the village community broader opportunities to enhance their skills and competitiveness in the job market.

Additionally, the economic infrastructure in Gandusari Village has also seen significant improvements following the transformational leadership. The construction of adequate roads, proper irrigation systems, and the development of modern traditional markets have become priorities in supporting the community's economic growth. Partnerships with the private sector and financial institutions have also been strengthened to support micro and small businesses in the village. With transformational leadership focused on inclusive economic development, the people of Gandusari Village have experienced tangible benefits in improved well-being and economic conditions. The research question is: "The application of transformational leadership in enhancing the effectiveness of the Village-Owned Enterprise (BUMDes) and improving community well-being."

Definition of Leadership

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Leadership is a leader's ability to influence the behavior of subordinates so that they are willing to cooperate and work effectively to achieve management objectives. From this definition, we can see that leadership is an important part of management; here, leaders must align themselves with the people they lead, including fostering cooperation, guiding and motivating subordinates to work, participate, and contribute to both individuals and groups. This determines ethics and morality and thus shapes the management style employed by the leader. A manager's behavior and its consequences will evoke various emotions that influence subordinates' mindset. Some subordinates observe, pay attention to, and emulate their manager's managerial behavior in carrying out tasks in accordance with their own expectations. (Kamal et al., 2019)

The development of a national leadership culture is a critical issue for Indonesia that must be addressed through planned and systematic efforts, tailored to the country's actual conditions and how these influence national life and culture. As a nation with diverse socio-cultural backgrounds, Indonesia plays a vital role in sustainable development plans aimed at achieving the nation's goals and objectives. (Cahyono, 2013)

Leadership can be defined as the ability to motivate those being led through motivation and self-confidence to achieve predetermined goals. Management practice involves presenting various issues related to management and their outcomes in diverse ways to solve problems that arise in the environment. (Adistia and Verawati, 2022)

According to Stogdil, leadership is defined as the ability to mobilize or motivate many people simultaneously to take the same actions and achieve goals. Additionally, Robert Krether and Angelo Kinicki argue that leadership is the effort to ensure that members achieve organizational goals. In line with this, Gibson states that leadership is the effort to use various forms of influence without coercion to motivate organizational members to achieve the same goals. (Rufida, 2023)

Meanwhile, according to George R. Terry, "leadership is the collective action of others to change the will of others to achieve a common goal." The village head plays a crucial role in policy formulation and the implementation of village governance and village development. The implementation of tourism promotion policies in Gandusari Village has been reduced to merely serving as a venue for sports and family gatherings. There are many factors that make tourism attractive to tourists, such as location, quality

of tourism services, tourist density, impact, quality, and level of management. (Saputra et al., 2023)

According to Robbins (2008, p. 90), leadership is a concept whereby a leader can encourage those under their leadership to prioritize the organization's interests over their own personal interests in order to have a positive impact on its members. (Lütfi Nur, Disman, Eeng Ahman, Heny Hendrayati, 2021).

Transformational Leadership

Change Management According to O'Leary (2001) (Sudiro, 2018: 145), "Transformational leadership is a leadership style used by a leader when they want their team to push beyond their limits and perform beyond what they have achieved in the past. It can boost subordinates' confidence. Transformational leadership is a process in which subordinates feel trusted, valued, and respected by their leader. As a result, subordinates will be motivated to do more than is expected of them. (Yuliani, 2021)

According to Burns, the transformational leadership style emphasizes that leaders must motivate their subordinates to fulfill their responsibilities rather than merely meeting expectations. Transformational leaders must be able to define, communicate, and articulate the organization's vision, and subordinates must accept and acknowledge the leader's trust. (Mesir, 2018)

According to Robbins in Setiawan and Muhith (2013), transformational leadership is a modern leadership theory developed by James McGroger Burns. Burns states that transformational leadership occurs when leaders and their followers continuously strive to achieve higher levels of behavior and performance than before. (Sofia Sinaga et al., 2021).



Figure 1: Transformational Leadership Style According to Robbins

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We selected Robins' leadership theory because it takes into account various aspects of leadership, including leadership styles, leadership characteristics, and the impact of leadership on organizational performance. This is important because, in order to implement BUMDES development policies, village heads need to understand how their management style can influence the performance and achievements of BUMDES members as well as the overall results achieved. Furthermore, the concept of transformational leadership is a logical approach to driving change and innovation within an organization. By applying this theory, this study aims to demonstrate how the village government's change management can transform BUMDES's capacity in Gandusari Village to adapt to environmental changes and achieve development goals.

Definition of BUMDes

A BUMDes is a business entity engaged in the management of village economic resources and village empowerment resources. The provisions regarding BUMDes in paragraph (1) of Article 213 of Law No. 32 of 2004 stipulate that a village may establish a BUMDes in accordance with its needs and capabilities. This is also regulated in Government Regulation No. 72 of 2005 on Villages Governing BUMD, Articles 78 through 81, Chapter Five, regarding Projects Involving Villages, and most recently in Minister of State Administration Regulation No. 39 of 2010. This pertains to village projects. (Sri and Dewi, 2014)

According to (Maryunani, 2008), "BUMDes is a village business center managed by the community and the village government to strengthen the village economy and build community unity based on the needs and capabilities of the village." Thus, BUMDes is a company or institution with the mission of developing the village economy through progressive business ventures to achieve results (profit or revenue). (Rosie, 2020)

Methodology

This journal was written using qualitative research methods. One characteristic of qualitative research is that it is descriptive; that is, the data collected consists of words. According to Creswell (2008), qualitative research methods are a process of discovering and understanding the main subject. This document employs a unique approach through interviews, photographs, observations, and documents. The researcher conducted qualitative research because work performance is defined by Luthans (2011, p. 141)

as a law of job satisfaction applied to work-related attitudes. Based on the above explanation, it is important to note that job satisfaction is closely related to emotions.

Therefore, the research in this journal is qualitative; researchers can interview informants directly or in person to obtain accurate and complete information. This research was also conducted directly by the companies involved by visiting their sites and speaking directly with people on-site to obtain the information needed to write this article. After the interviews, data was collected, analyzed, and compiled into a written report.

Result and Discussion

The findings based on data obtained from the study indicate that the change management of the village head of Gandusari encompasses various parameters that can be defined as follows according to Robbins (2010) (Fauzi, 2018):

1. Charisma

Charisma is a combination of charm and appeal in a person that makes others interested in supporting their ideas. By utilizing this quality, the village head possesses a unique appeal that enables others to choose him as their leader. Therefore, in realizing this vision, the Village Head of Gandusari communicated to the community his vision and goals for developing the village through a plan to promote Telung Lintang tourism in Gandusari Village, which ultimately fosters mutual trust and respect. The community is currently following this trend.



Figure 2: The village head employs a charismatic leadership style

2. Inspirational Motivation

This motivational strength defines a leader who can communicate with subordinates and convey their vision and mission for the organization's future in order

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to achieve the organization's best possible goals. In implementing this vision, the Village Head of Gandusari provided a key report to his team regarding the development plan for Telung Lintang tourism in Gandusari Village. Just as the village head provides motivation to maintain his team's confidence and drive in planning the development of Telung Lintang tourism in Gandusari Village.



Figure 3: The village head employs an inspirational motivational leadership style

3. Intellectual Stimulation

Cognitive stimulation means that managers strive to motivate their employees to solve old problems in new ways (innovation). In implementing this vision, when issues arose during the planning of the Telung Lintang tourism development project in Gandusari Village, the Village Head of Gandusari provided an opportunity for people to voice their ideas and offered suggestions or solutions to those responsible for resolving the issues. (Activity Documentation)



Figure 4: The village head employs an Intellectual Stimulation leadership style

4. Individual Attention

This personalized attention holds great potential for growth. This is because it demonstrates that managers consistently provide individual feedback to their employees, supporting, training, and advising them. In implementing this vision, the Village Head of Gandusari provides support and guidance to those leading the development efforts, given that the growth of the Village-Owned Enterprise (BUMDES) in Gandusari has contributed to the success of the Telung Lintang tourism initiative. (Saputra et al., 2023)



Figure 5: The village head employs a leadership style characterized by individual attention

Below is documentation of the Telung Lintang tourist site before and after its development by the Village-Owned Enterprise (BUMDES) in Gandusari Village.



Figure 6: Before Telung Lintang Tourism

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Figure 7: After the Telung Lintang Tour

The economy of Gandusari Village has seen significant growth over time, thanks to the transformational leadership of the village head. This innovative and progressive leadership has encouraged the residents of Gandusari Village to become more active in various local economic ventures, thereby improving their overall quality of life.

Conclusion

Based on the above explanation, we can conclude that the Transformational Leadership style in the Development of BUMDES in Gandusari Village is appropriate to be used and has been running effectively. Of the four indicators, the village head has implemented a transformational leadership style, transformational leadership applied by the village head Gandusari has shown several positive aspects in improving Village-Owned Enterprises (BUMDes). One of the aspects that is already good is inspirational motivation. The village head succeeded in inspiring the community to participate more actively in BUMDes activities. This is shown by the increasing participation and enthusiasm of villagers in various programs held by BUMDes.

However, there are several aspects that need to be improved, one of which is intellectual stimulation. Village heads need to encourage innovation and creative thinking from BUMDes members. Today, there are still limitations in creating an environment conducive to new ideas and innovative solutions. Improvements in this area can take BUMDes to a higher level. The village head has also shown good individual concern for community members. By providing training and guidance, village heads help improve individual skills and capacity. This shows that the village head understands and responds to the specific needs of each member of the community, which is at the core of transformational leadership. However, there are aspects of ideal influence that still need to

be strengthened. Village heads need to show integrity and more consistent commitment to the vision and mission of BUMDes.

Overall, the implementation of transformational leadership by the Gandusari village head has had a positive impact in several aspects, but there are still areas that need more attention to achieve more optimal results. The development of BUMDES in Gandusari Village has a positive impact on increasing visitors to tourist attractions and can also improve the welfare of residents around tourist attractions.

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Disclosure statement

The authors declare that there are no conflicts of interest related to this research and publication. This study was conducted independently for academic purposes without any financial support, sponsorship, or external influence from any institution or organization. All analyses, interpretations, and conclusions presented in this paper are solely the responsibility of the authors.

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