

Implementation Of Situational Leadership Of Mojoagung Village Head In Village Asset Management

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Abstract:

Village asset management has a significant role in enhancing community welfare. In Mojoagung Village, several assets, such as agricultural halls and village agricultural shops, have not yet been utilized optimally. This condition indicates the need for effective leadership in managing and developing these assets to support local economic growth. This study aims to examine the situational leadership of the village head in managing these assets. The research employs a qualitative descriptive approach using observation and interviews. The findings indicate that the village head has implemented situational leadership styles based on Hersey and Blanchard's theory, namely telling, selling, participating, and delegating. Among these, the telling, selling, and delegating styles have been applied effectively, while the participating style has not been carried out optimally. This limitation affects community involvement in decision-making processes.

Keywords:

Situational Leadership, Village Head, Village Asset Management

Introduction

To improve the welfare of rural communities, the Government of the Republic of Indonesia has established a village development policy that is formally set out in Law Number 6 of 2014 on Villages. This regulation regulates the procedures for implementing village autonomy, strengthening village governance, and encouraging sustainable village development. The primary aim of this policy is to enhance the well-being of village

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communities by meeting basic needs, improving facilities and infrastructure, strengthening the local economy, and optimizing the use of natural resources. As in this change, it aims to improve village development as basic infrastructure in public services, as well as achieve connectivity between activities, balance, and equitable distribution of development between regions (Pratama et al., 2023).

Developing villages is a key priority in efforts to enhance the welfare of rural communities. Effective village development not only improves the movement of people and goods but also enhances access to education, healthcare, and economic opportunities. The benefits of village assets are very significant for the community because they can be a resource that supports economic, social, and public service life. According to the source, the effective utilization of village assets should prioritize economic considerations to enhance the welfare of rural communities. They highlight the need for professional and effective management while ensuring that principles such as efficiency, accountability, and value certainty are applied in every process of asset utilization (Dewi et al., 2017).

Mojoagung Village is a village in Ngantru District, Tulungagung Regency with a population of 2,015 people where most of the residents work as farmers who are located and have an area of approximately 142,860m² with a geographical condition of 1/2 technical irrigated rice fields of 68,810 Ha. These geographical conditions are supported by the existence of village assets that are used by the community in various agricultural activities. Village buildings in Mojoagung are expected to support residents by serving as a farmers' meeting hall, but these assets remain unused and neglected even up to the current village head's administration. The cause of the asset to stop is due to one of the cost factors that is an obstacle to continuing the reconstruction. Success in managing village assets cannot be separated from the role of a village head. Village heads have a key role in driving village development by providing leadership that adapts to the local social and cultural context. The local village head intends to continue managing the building assets until his tenure ends in 2027.

In a village setting, the village head should adapt their leadership style whether directing, explaining, involving, or delegating based on the conditions and characteristics of the community being led. This aligns with the situational leadership theory proposed by Hersey and Blanchard, which stresses the importance of adapting leadership styles to the followers' level of readiness and capability. (Nihayati, 2019)

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One of the main challenges for village heads is determining an effective leadership approach that suits the needs of the Mojoagung Village community. Based on issues related to village assets in Mojoagung, this study examines the situation from a leadership perspective, specifically the role of the village head in managing village assets aimed at improving community welfare through various policies. The findings are expected to offer insights for village heads in applying appropriate leadership styles in village asset management. Therefore, the significance and objective of this research are reflected in the title, The Role of Situational Leadership of the Mojoagung Village Head in Village Asset Management.

Definition of Leadership

Present and future success in a group cannot be separated from a leader. In terms of the journey and existence of the group, the leader can be said to be the controlling stake who ensures the direction and goals of the organization and also its existence in the future (Zohriah et al., 2023) . A leader is a person or individual who has the skills to influence others to achieve common goals in a group or organization. (Bachtiar et al., 2024)

In English, Leadership is called *Leadership*. Leadership refers to all actions that involve stimulating, mobilizing, guiding, and coordinating the intentions and loyalty of individuals engaged in a collective effort. Anoraga interprets leadership as a way to motivate all employees to do their jobs optimally to achieve the desired results. Leadership is also one of the important aspects that greatly affects the performance of an organization. The essence of leadership is an effort to influence people to be more efficient, because in leadership practice it can vary depending on the character, nature of the task, and the people being led. (Zakub & Aziz, n.d.) (Irwan & Latif, 2019).

Situational Leadership

Situational leadership indicates that a leader's success is determined by their ability to choose a leadership style that fits the current situation and matches the emotional maturity level of their team members. Situational leadership is a leadership style that can vary, depending on how well prepared its followers are. The essence of situational leadership is that there is no one type of leadership that is best. This leadership style

depends on two main concepts, namely the level of readiness or maturity of the individual or group that is a follower, and the way of leadership. Another view of situational leadership is a behavioral pattern demonstrated by a leader that influences the actions of others, either individually or in groups. (Hariyanto, 2020) (Mattayang, 2019) (Aisyah & Takdir, 2017)

The situational leadership style is known as the most suitable leadership style because it shows a firm and organized attitude, but still pays attention to and understands the abilities of the team members it leads in a group. This type of leadership requires the most appropriate steps according to the conditions bearded, and the leadership style varies depending on the situation at hand. In another opinion, it is stated that (Atiqoh et al., 2023) Situational Leadership is a consistent behavior that a person follows when working with other people or subordinates as understood or desired by that person. Individual skills in leading and influencing a person so that they achieve the desired success are known as leadership. (Sugeng Cahyono et al., 2023)

Hersey and Blanchard define situational leadership as an approach or method of applying leadership for a leader to help, implement, guide, and motivate team members to achieve goals and utilize all existing potentials by considering the circumstances related to the actions of the leader and his members. This type of leadership reflects the ability and desire of individuals who are accountable in managing their own behavior, related to the specific orders they must execute. (Nihayati, 2019)

Directing or supporting behavior is the behavior of a leader that is often done towards his subordinates or followers. The behavior is on different axes, so that it can be known 4 (four) indicators of leadership according to Henrey and Blanchard's theory in the following: (Nihayati, 2019)

- a. *Telling*, In this situation, the leader demonstrates behavior that provides clear and strong guidance to their subordinates. The leader plays a role in issuing clear instructions and closely monitoring subordinates, including explaining how, where, what, and when the assigned tasks should be carried out.
- b. *Selling*, where the leader shows the behavior of providing support to his subordinates. A leader provides an opportunity to consult, in order to provide direction and appropriate decisions for the success of the task at hand.

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- c. *Participating*, emphasizes the character of a leader in providing tasks, support and direction. However, this style also refers to participation in the position of controlling the solution of a problem and the holder of a decision in turn. So, in this style, a leader and a follower can exchange ideas in solving the problems faced and improve two-way communication.
- d. *Delegating*, is the behavior of a leader that refers to a delegation where the leader is out of control or does not interfere much in implementing the tasks that have been given to his subordinates. Leaders also delegate authority to their subordinates to perform their duties, as they are considered capable and responsible for their own actions.

The researcher chose Hersey and Blanchard's theory because the condition of the problem that the researcher took was relevant to Mojoagung Village where there are village assets that need to be managed through this situational leadership style. (Nihayati, 2019).

Definition of Village

A village, according to Finch, is a place that is used as a residence until it becomes a center of trade. The villages were assembled mostly by farmhouses and connected by several additional buildings. (Dilahur, 2016) A village can be defined as an area where people live together and know one another through family relationships or shared interests in governmental, social, economic, and security matters. These communities constitute a legally recognized social unit within a relatively homogeneous setting and depend greatly on natural resources for their daily living. According to Law Number 6 of 2014 on Villages, Article 1 paragraph 2 defines village government as the administration of governance affairs and public interests within the framework of the Unitary State of the Republic of Indonesia (NKRI). In addition, paragraph 3 explains that village government is composed of the village head (or other equivalent titles) supported by village officials as the implementing elements of village administration. (Sari et al., 2021)

Definition of Village Head

According to Suryaningrat, a village head is considered a formal leader because they are officially appointed by the government. The implementation of village government is more successful if it does not always depend on existing regulations, but is also supported by individual relationships, inner bonds, and leadership skills. A leader has the power to influence others so they voluntarily respect the leader, with awareness and without coercion. Leadership skills and knowledge need to be learned, mastered, and applied by the village head, so that they also take on the role of an informal leader. (Sumeru, 2016)

A village head is an individual who leads the smallest administrative area in a country, known as a village, and serves as the head of the village government structure. The term of office for a village head is six years and may be extended for one additional term. The village head is not directly responsible to the sub-district government but operates under coordination with it. (Paru et al., 2019)

Village Development

Development is an activity or effort that is carried out consciously, planned and sustainable by a person with the aim of changing the state of the environment towards a better state including physical-non-physical, material-spiritual, and community life aspects. Village development is one of the components in the development process at the national level. National development is a series of efforts that are carried out continuously covering various aspects of people's lives (Rosana, 2018) (Sunarso, 2023).

Village development is a process of designing and carrying out various activities aimed at sustainably improving the quality of life and well being of rural communities. This development includes various aspects such as economic, social, cultural, environmental, and village governance, which is carried out by involving the active participation of local communities. Village development also includes community empowerment, increasing the capacity of human resources, and strengthening village institutions to realize village independence. (Adel et al., 2019)

Definition and Cycle of Village Asset Management

The village asset management cycle is a series of processes carried out by the village government to maximize the benefits of its assets, starting from planning and procurement, then moving to utilization, protection and maintenance, disposal and transfer, administration and reporting, and also including valuation, supervision, guidance, and overall control of village assets (Darrini et al., 2018) .

Permendagri No. 1, of 2016 related to village asset management explains that village assets derived from the original property belonging to the village, are obtained or obtained through the Village Revenue and Expenditure Budget (APBDesa) or the acquisition of other legal rights. In Law Number 6 of 2014, Article 76 also explains that village assets may consist of village treasury land, customary land, village markets, livestock markets, boat docking areas, village buildings, fish auction sites, agricultural product auction places, village-owned forests, village water sources, public bathing facilities, and other assets belonging to the village.

Methodology

When conducting a research, it is necessary to have a method that can be used by the researcher to determine the direction of problem solving that occurs and is researched, so as to allow the researcher to conduct tests related to the research results of the existing problem. This study employs a qualitative descriptive method, in which the researcher presents a clear explanation of the social issues that occur and conducts direct observations and interviews in Mojoagung Village, Ngantru District, Tulungagung Regency.

The qualitative descriptive research method looks more at the quality of the research object. In this case, the social problems raised are related to development in Mojoagung Village, Ngantru District, Tulungagung Regency. The qualitative descriptive method is a type of research used to examine objects in their natural conditions, where the researcher serves as the key instrument in the study. Descriptive qualitative research is commonly applied in phenomenological studies, which emphasize a simple qualitative approach using an inductive process. This means the research begins with observed

events that are explained in detail, and from these explanations, conclusions are eventually drawn. (Purnawati, 2023) (Yuliani, 2018) .

Result and discussion

Mojoagung is one of the village names located in Ngantru District, Tulungagung Regency with a population of 2,015 people who work in agriculture on average and has an area of approximately 142,860 M2 where it has 68,810 hectares of 1/2 technical irrigated rice fields. In order to achieve the vision and mission and realize existing regulations, the leadership role of the village head is important. In Mojoagung Village itself, there are assets in the form of land and physical buildings owned by the village which are planned to be used to facilitate villagers, especially for farmers, to be used as a meeting hall for farmers and a place to store subsidized fertilizers and existing agricultural tools. This indicates that village leaders are responsible for realizing village development and making it easier for residents to overcome existing conflicts by providing a special place for farmers to carry out activities.



Figure 1

Assets of Mojoagung Village Agricultural Hall Building



Figure 2
Assets of Mojoagung Village Agricultural Shop

The implementation of the Mojoagung village head's leadership in managing village assets will be examined using Hersey and Blanchard's situational leadership approach, which is explained as follows:

1. *Telling*

This indicator reflects one-way communication, where the leader, acting as the communicator, determines what tasks are to be carried out, as well as how, when, and where they should be executed to ensure decisions are implemented effectively. The study results show that the village head's directives have been implemented effectively. Efforts to improve village asset management are generally in line with the duties and responsibilities assigned by the village head. An instruction is a command from a leader given to subordinates to clarify their tasks, outline the steps needed to complete them, and explain how they should be carried out. The more effective the village head's leadership is in guiding the community, the higher the level of community participation in supporting village government efforts to develop village asset management, and vice versa.

In accordance with the situational leadership indicators where the Head of Mojoagung Village has given directions to his existing subordinates to direct and

provide clear and detailed instructions by holding a meeting forum or association that is agreed and attended by several representatives of villagers and several representatives of local mass organizations and farmer groups in order to achieve the determination of a policy or activity that will be realized, especially the construction of facilities for the farmers.

Leadership is an important factor in influencing organizational achievements, this ability is highly prioritized, when acting in carrying out activities or running a series of organizations to achieve organizational goals. In this style, it can affect employee performance because every instruction conveyed by the leader is usually mandatory and should be followed, so performance depends heavily on these guidelines. If the instructions are implemented correctly, this will have a positive effect, but if the directive is not successfully implemented, the impact will be negative.



Figure 3

Construction Meeting of the Agricultural Hall Building
and Village Agricultural Shop

2. *Selling (Support)*

This indicator shows a two-way interaction. In the initial step, leaders need to make decisions by considering several things, In this context, leaders are expected to provide support to their subordinates and engage in discussions with

individuals who are regarded as having essential information for decision-making. The support given by leaders can take place after decisions have been made and are in the implementation stage. This support is carried out by offering consultation as a means to gather feedback, which can be used to refine and improve the decisions that have already been established and executed.

This indicator expects that the leadership's decision will gain support and be easier to direct, so that the leadership process takes place effectively. Supportive indicators refer to situations in which a leader demonstrates more directive and supportive behavior, provides clear explanations of decisions and policies, and is open to receiving input and opinions from subordinates.

The village head has also implemented a selling or supporting leadership style. In this style, he not only gives instructions, but also tries to convince and motivate all village officials and communities to accept and implement the policies that have been set in order to get a good and fast response and produce the right decisions on the problems that occur. The support directed by the Mojoagung village head to his subordinates went smoothly. This is proven that both parties build good communication so that criticism and suggestions from subordinates get a good and quick response so as to produce appropriate decisions on the problem. In addition, the village head was involved in supervising the construction of the village agricultural hall and shop, and he also expressed support by committing to continue the development of the agricultural hall and shop in 2026.

3. *Participating (Partisipasi)*

A leader in implementing his orders must try to mobilize the subordinates he leads to participate in decision-making or in its implementation. Participation does not mean doing everything freely, but rather doing it in an orderly and planned way in the form of collaboration without interfering in the affairs or responsibilities of others. The role of the leader should remain in the capacity as a leader, not as an executor. In participating indicators, leaders must have an attitude and provide opportunities for two-way communication and pay more attention to the efforts and productivity of their subordinates.

In this third indicator, the village head does not only provide motivation and direction to village officials, but also involves them and the community in the decision-making process, fostering collaboration and a shared sense of responsibility for village development. However, community participation in village asset development remains relatively low. Field observations and interviews with village officials indicate that this situation is influenced by limited public awareness and the community's economic constraints. As a result, the village head's role is mostly limited to giving guidance and support, without strong efforts to encourage active involvement. This has contributed to inefficiencies in the implementation of village asset development programs. Moreover, limited village financial resources also hinder the optimal execution of these development efforts.

To enhance community participation in village asset development, village heads and their subordinates need to focus on factors that support the achievement of development goals. Leaders should actively involve themselves by providing opportunities for subordinates to share input, suggestions, ideas, and innovations. In this participatory approach, the emphasis on communication and contribution should be stronger than in other leadership styles.

4. *Delegating (Delegasi)*

In this study, the village head has carried out the delegation well. Subordinates as delegate recipients can understand their duties and authorities and decisions well, but there are still village staff whose human resources are not qualified so the village head must really consider well.

Delegation is a leadership indicator that involves assigning authority and responsibilities to subordinates who possess a high level of maturity. A delegate indicator where a leader delegates all his authority and responsibilities to subordinates. Leadership that involves delegation shifts leadership tasks, such as making decisions or giving direction to team members, in the hope that they can solve the problem at hand independently.

Delegation can run effectively when the village head's subordinates have a clear understanding of their work and perform it efficiently, allowing the village head to trust them to complete tasks independently based on their own skills and

initiative. However, the findings of the study show that the delegation was quite well implemented. This can be seen from the cooperation between the Head of Planning and Farmer Groups who handle the needs and assistance related to subsidized fertilizers.

Several points that can be assessed in the implementation of the delegation properly so that the recipient of the delegation can understand the duties and authorities and the decisions taken are also appropriate, including providing direction and coaching to team members, where a leader before handing over his duties, rights, and responsibilities he will provide training and coaching to his staff so that they are ready to receive tasks, authority, and responsibilities; Furthermore, subordinates are given the freedom to take the initiative as individuals who have responsibilities and rights, each team member is given the flexibility to create initiatives in completing a job, this policy can motivate employees to be creative and innovative and The village head's leadership style in developing village assets in Mojoagung can enhance his own capabilities; Furthermore, subordinates have the authority and responsibility to make urgent decisions, because the leader gives his authority and responsibility to the subordinates, it is appropriate that there is a strong relationship of mutual trust between the leader and his staff, without trust, it is very difficult to carry out delegative leadership.

From this approach, it can be concluded that situational leadership in Mojoagung Village regarding village asset management is still not optimal, as several indicators indicate that decisions made during meetings have not yet been implemented.

Conclusion

Based on the results of the research and discussion, it can be concluded that the Head of Mojoagung Village has applied three out of the four indicators of Hersey and Blanchard's situational leadership model in (Nihayati, 2019) telling , *selling* (supporting), and *delegating* (delegation) well. In this study, it is proven that the leadership style of the Mojoagung village head is consistent with and aligns with these three indicators. However, one of the four indicators still has shortcomings that need to

be considered by village heads related to the implementation of development programs contained in the participating indicators, as evidenced by the abandonment of existing village assets so that management still cannot be used optimally. The application of situational leadership produces village head leadership who can manage the village order, as well as build social relationships and motivate residents for village progress. This leadership model not only accelerates positive changes in Mojoagung Village, but can also be an inspiring example for other villages who want to realize the management of village asset development to have an impact on progress and welfare in a sustainable manner. This research is subject to several limitations. First, it relies only on qualitative methods, namely observation and interviews, without support from quantitative data. Second, the research is limited to Mojoagung Village, so the results may not be applicable to other contexts. Third, low community participation and limited village financial resources influenced the depth of the analysis. Therefore, future studies are recommended to adopt mixed methods and cover a wider research scope.

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Disclosure statement

The authors state that there is no conflict of interest in relation to the publication of this research. This study was carried out objectively, without any financial or personal relationships that could affect the results or interpretation of the findings.

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