

The Role of Beji Village Head's Situational Leadership Style in Enhancing the Effectiveness of Youth Organizations in the Community

Freddy Febriansah¹ , Amar Apriliansyah² , Abdurouf Qosdul Bed³

Faculty of Social and Political Sciences, Tulungagung University

freddyfebriansah@gmail.com¹, amarapp113@gmail.com², roufqosdulbed30@gmail.com³

Received: February 20, 2026 Revised: March 19, 2026 Published: May 6, 2026

Abstract:

The village head is a leader who has the authority to govern the village. In Beji Village, Tulungagung Regency, there is a youth organization that has not been optimal in carrying out its activities. Other organizational obstacles include the large number of inactive youth, limited funds, and the village budget, which often poses a challenge in supporting programs within the youth organization. Along with the development of the Beji Village youth organization, it has now experienced significant progress. This is inseparable from the role of the village head in making the role of youth in Beji Village effective. The purpose of this study is to determine the role of the situational leadership of the Beji Village head in improving the effectiveness of youth organizations in the community. The method used in this study is descriptive qualitative with data collection techniques in the form of interviews and observations. The results of the study indicate that the Village Head of Beji, Tulungagung Regency, has applied Hersey and Blackhard's situational leadership style through four dimensions: Telling (directing), Selling (persuading), Participating (engaging), and Delegating (delegating). The leadership style implemented by the Village Head of Beji, Tulungagung, has encouraged youth participation in community activities and programs. By applying effective leadership, improving communication skills, and utilizing effective approaches to motivate youth organizations in every program to be implemented, this approach is also crucial for addressing future challenges in managing village policies, particularly in coordinating youth organizations.

Keywords:

Situational Leadership Style, Village Head, Youth Organizations

Author's Address:

(Freddy Febriansah), Faculty of Social and Political Sciences, Tulungagung University
Email: freddyfebriansah@gmail.com

Introduction

In today's modern era, we certainly need a leader who can serve as a role model and a good example for those around them and within the community. As a good leader, one must possess a leadership spirit that is deeply ingrained in every aspiring leader. Human resources are also a key factor in enhancing an organization's effectiveness, particularly within the community, ensuring that organizational activities run smoothly and achieve their intended goals. In a village, there is also a leader known as the village head. In the village context, the role of the village government is highly influential in determining whether a village head is competent and capable of carrying out their duties and responsibilities. Being a village leader is not merely about fulfilling a mandate to provide guidance to subordinates, but also serving as a central point in communicating the situations and conditions faced by officials to foster organizational effectiveness, particularly within the community. A good leader must also be able to foster high motivation among their subordinates. Consequently, the organization and its leadership will become effective, enabling the resolution of issues in the village such as low educational levels, limited community access, and obstacles in village management and activities to be addressed effectively. In the village, there are many community organizations, one of which is a youth organization. Karang Taruna is an organization established in the village to develop skills and empower the community in village activities (Puspita et al., 2022). Youth organizations are also needed in every village initiative to assist with community activities. These organizations are predominantly composed of teenagers seeking to enhance their knowledge and understanding through participation in village affairs.

According to Siagan, a leader must be able to fulfill their role in carrying out their duties, particularly in managing the performance of their subordinates (Diana Putri et al., 2023). Therefore, the success of organizations in the village, such as youth organizations, is largely determined by the ability of a leader namely the village head to mobilize and provide guidance to subordinates so they comply with established actions. Fundamentally, a leader must serve as a driving force and a good role model for their subordinates. A leader must also possess a spirit of leadership. Leadership is the spirit embedded within a leader for organizational development; without leadership that can be

considered good, it will be difficult to achieve this (Tohir, 2024). According to Winardi, a leader is defined as someone who has the influence to work together to achieve desired goals (Nardi Mulyono, 2018).

In practice, village governance is regulated by Law No. 06 of 2014, which grants villages the authority to manage governmental affairs and community initiatives. Government Regulation No. 16 of 2014 on Villages also stipulates that the duty of the village government is to manage the village and its authority in accordance with established regulations (Maulana et al., 2025). A village is part of the local government at the lowest level and is the most important unit in serving the community. A leader is also influenced by leadership style. Leadership style is the approach used to influence others. Beji Village is located in Boyolangu Subdistrict, Tulungagung Regency. Beji Village also has a strategic location due to its proximity to the city center. Beji Village covers an area of approximately 1.84 km² with a population of 7,196 people.

Based on the findings of a study conducted in Beji Village, Tulungagung Regency, regarding community organizations such as youth organizations, the role of the Beji Village Head in fostering the spirit of the younger generation at the village level is crucial. Under the leadership of the Beji Village Head, organizations such as youth groups have been established; while youth organizations in Beji Village have existed for a long time, their programs have only been active for the past two years. Although still in the early stages, the youth organization in Beji Village has demonstrated significant performance through programs implemented in the village, such as the August 17th Commemoration event, an SME bazaar, inter-village competitions, community service, and village cleanup initiatives. However, behind the programs said to be underway, there are also various shortcomings within the youth organizations. Specifically, the youth organizations in Beji Village are only active when there are programs; many youths are not active in the youth organizations due to limitations such as funding and the village budget, which often act as barriers in supporting programs within the youth organizations. Consequently, the capacity of youths to enhance village activities is diminished. The effectiveness of youth organizations in managing time, such as balancing work and other commitments, is also a challenge. Therefore, it is important for the village head to apply situational leadership so that the approach used can be tailored to support, engage, and convince youth organizations. From the issues above, it can be concluded that achieving

The Role of the Beji Village Head's Situational Leadership Style in Enhancing the Effectiveness of Youth Organizations in the Community

good leadership depends on the leadership style employed. One such style is situational leadership. Through this leadership style, it is hoped that performance can be significantly improved. To apply situational leadership, village heads must also possess strong intellectual, emotional, and physical capabilities. With these capabilities, village heads can provide guidance to achieve desired goals.

The theoretical framework used focuses on situational leadership, village heads, and youth organizations. Situational leadership is a pattern of behavior exhibited by a leader when leading, whether individually or in a group (Aisyah & Takdir, 2017). Under Article 75 of Law No. 6 of 2014 on Village Heads, the village head holds the authority to manage security in the village. The village head is a leader responsible for the implementation of village governance (Paru Selni, Kaunang Markus, 2019). Karang Taruna is a village organization that engages youth to foster creativity in village activities (Gafara et al., 2017). This study was conducted to examine the role of the situational leadership style of the village head of Beji in enhancing organizational effectiveness within the community, as well as to determine whether there are obstacles preventing the leader from adapting their leadership style based on the situation. To address the issues in this article, we employ the situational leadership theory developed by Hersey and Blanchard, which comprises four dimensions: Telling, where a leader defines their role by providing direct instructions regarding the methods and locations for carrying out activities; Selling, where a leader offers clear guidance and instructions to subordinates; Participating, where the leader acts solely as a motivator to facilitate their subordinates' tasks. Delegation involves a leader providing limited guidance to their subordinates (Umayrah et al., 2025).

Definition of Leadership

Leadership is the ability to manage people and influence work-related activities. According to Daft, leadership is the ability to make people believe in and be confident about a direction to achieve desired goals (Sintani et al., 2022). A leader is someone who bears responsibility in the workplace to guide, provide input, and create an effective work environment. According to Harbani, leadership is a communication network capable of managing and motivating subordinates with full understanding (Ummah, 2019). According to leadership theory, it is the effort made by a leader to provide encouragement

and positive motivation so that others are willing to cooperate to achieve shared goals (Purwanto et al., 2020).

Definition of Situational Leadership Style

Situational Leadership Style is behavior that adapts to the situation and conditions of subordinates (Siagian et al., 2022). According to Harsey and Blanchard, situational leadership relates to the amount of direction a leader provides, the level of emotional support, and the maturity of subordinates demonstrated in carrying out leadership tasks. There are four indicators that influence it, namely:

1. Telling, which involves providing clear instructions regarding the assigned tasks.
2. Selling, where the leader communicates in a two-way manner so that there are no misunderstandings in carrying out the task
3. Participating, where the leader grants full responsibility and assigns tasks with full support.
4. Delegation, where a leader must grant authority to subordinates to carry out tasks.

Situational leadership is a firm and disciplined leadership style that takes into account and understands the conditions of subordinates. Leadership style is also a style applied when we act by considering both the physical and characteristics of an individual (Nofita Sari & Kartika Sari, 2020). Situational leadership style is a leadership approach that emphasizes understanding the capabilities of organizational members, which can be evaluated based on subordinates' competencies (Qistiyah & Karwanto, 2020). Situational leadership style is a consistently conceptualized behavior, as desired to achieve goals effectively. To be a leader, you must also possess a leadership spirit, which involves influencing others to achieve expected performance (Diana Putri et al., 2023).

Situational leadership is behavior or actions that take into account every adjustment made by subordinates, whether observed from the conditions or the situations that arise. Situational leadership is leadership behavior that emphasizes the maturity level of followers (Untari et al., 2015). Situational leadership is leadership that applies a leadership style by considering the situation of its followers (Telaumbanua & Hardiman, 2024).

The Role of the Beji Village Head's Situational Leadership Style in Enhancing the Effectiveness of Youth Organizations in the Community

Definition of Village Head

The village head is the formal leader in the administration of a village who receives an official appointment from the government (Sumeru, 2016) . In carrying out his duties, the village head bears significant responsibilities under Law No. 32 of 2004 regarding the appointment of village heads. The village head is also elected by the people, and the start and end of his term of office are determined by the Regent/Mayor on behalf of the Governor (Supriadi, 2015) . The village head is a leader who holds authority within the government and is situated at the lowest level of government, namely in the village (Averus & Alfina, 2020) .

Definition of Karang Taruna

Karang Taruna is a platform for young people to develop awareness, creativity, and responsibility, especially for the younger generation in the community. According to Article 38, paragraph 2, youth organizations are essential due to their role in village development (Crisandye, 2018). Youth organizations serve as a bridge for the younger generation, not only to participate in training and self-development within the community but also to assist the village government in every village program. Karang Taruna is a youth association in the village that fosters personal growth through village activity programs (Komalasari et al., 2021).

Karang Taruna is a community-based organization that provides guidance and support for self-development and participation in village activities. According to Regulation of the Minister of Social Affairs of the Republic of Indonesia No. 83 of 2005, a youth organization is a platform for youth development that is sensitive to social issues in the community (Ramlan, 2020). Under Law No. 77 of 2000, youth organizations serve as community-based entities dedicated to promoting social welfare. They are also non-governmental organizations with the potential to cultivate the capabilities of rural youth within village initiatives (Angkasawati, 2018). Youth organizations are elements that engage youth to be purposefully involved in programs and activities that play a constructive role (Lubis et al., 2022). Karang Taruna serves as a platform to foster social spirit among youth, particularly in rural communities (Sunoto & Nulhakim, 2017).

Methodology

The research method applied to analyze this study is a qualitative descriptive research method using a qualitative approach. In this study, the qualitative descriptive research method was chosen because it aims to provide a general overview of the issue through analysis using a scientific approach aligned with current practices, involving observation. A qualitative approach is research that begins from a state of ignorance and then seeks data through observation and interviews (Safrudin et al., 2023). Based on this phenomenon, the author employed a qualitative descriptive research method to examine the phenomenon of the situational leadership of the village head of Beji in enhancing the effectiveness of youth organizations within the community.

Results and discussion

These research results and discussion are presented in response to the statement regarding the role of the situational leadership of the village head of Beji in enhancing the effectiveness of youth organizations in the community. According to Hersey and Blanchard, as developed in the Situational Leadership study, Situational Leadership is categorized into four elements: Directing, Persuading, Participating, and Delegating.

Table 1
Research Results

Interview Results	Observation Results	Documentation Results
Telling (Directing)		
The village head always provides guidance to the youth organization before carrying out activities in the village, whether directly or indirectly.	The Village Head of Beji provides guidance on tasks to the youth organization, and at every meeting, the Village Head also attends and provides guidance on the main agenda items during routine activities.	The Village Head of Beji provides guidance to the youth regarding the drafting and preparation of the RKP, development programs, and village activities, as well as offering guidance in the

The Role of the Beji Village Head's Situational Leadership Style in Enhancing the Effectiveness of Youth Organizations in the Community

		form of useful tips for the youth organization.
Selling		
The village head, as the village leader, encourages the youth to participate in village activities.	The Village Head of Beji encourages the youth in the village to join the youth organization to assist with every event in the village and carry out village activities such as the August festival, village cleanup, and inter-village competitions.	Convincing them to carry out activities such as village bazaars, village clean-ups, inter-village competitions like soccer (Beji Cup) involving around 24 villages, and ethnic carnivals to celebrate the village's anniversary.
Participating		
As the leader of Beji Village, the Village Head of Beji always involves the youth organization in decision-making during village meetings and matters related to the youth organization. This is because the youth organization is also an important part of village events.	In village meetings, village leaders also involve and include youth in youth groups to participate in providing input regarding the organization of village events, even if not formally, such as the August 17th commemoration, social service activities, and meeting agendas like attending briefings from	The Village Head of Beji invited speakers from the district government; last year, he invited the vice president and the executive board of the district youth organization to attend the village hall. There, the Village Head involved the youth organization in the event. Additionally, he also involved the youth

	district government officials as part of " ".	organization in decision-making regarding which activities would be carried out during events such as the August 17th commemoration, as well as the formation of the event committee.
Delegation		
The Village Head of Beji delegates responsibility and monitors youth organizations remotely in handling every informal village event	The Village Head of Beji assigns responsibilities to the leaders of youth organizations and their members to manage every village event, such as scheduling the August event, providing an overview of the structure of the activities to be held, as well as organizing events such as an SME bazaar, a health walk, and village cleanup.	The Village Head of Beji presented certificates of appreciation to the leaders and words of thanks from the members for their responsibility and dedication to the organized events. The Village Head of Beji also took full responsibility for the implementation of every August event that has been running for 2 years.

1. Telling

Telling is a leadership style applied to direct leaders toward their subordinates (Anthony & Remiasa, 2019). The Village Head of Beji, Tulungagung Regency, directs or provides guidance to the youth organization regarding the organization's tasks, and in every meeting, the village head also attends and provides guidance on the main agenda of routine activities during the deliberations.

For example, the Village Head of Beji provides guidance to the youth organization on the creation and preparation of the Annual Work Plan (RKP), development

The Role of the Beji Village Head's Situational Leadership Style in Enhancing the Effectiveness of Youth Organizations in the Community

programs, and village activities that have been ongoing for two years, as well as offering brief, beneficial advice to the youth organization. With the guidance provided, this benefits the youth organization in Beji Village, Tulungagung Regency, in better understanding their tasks and the knowledge they can acquire.

2. Selling

Selling is a leader's persuasive behavior involving the provision of instructions and support to ensure a task is carried out effectively (Aisyah & Takdir, 2017). The village head encouraged the youth in Beji Village, Tulungagung Regency, to participate in youth organizations and explained the activities of these organizations to assist in every event and activity in the village.

For example, during August events, these include village cleanup activities and inter-village competitions, village bazaars, village cleanups, inter-village competitions such as soccer (Beji Cup) involving around 24 villages, and an ethnic carnival to commemorate Indonesian Independence Day.

3. Participation

Participation refers to a leader's practice of involving subordinates in decision-making within an organization (Darmawan & Roselini, 2022). In village deliberations, village leaders also involve and include youth in the process to participate in providing input regarding the planning of village events; however, this is not done in a formal manner as seen during the August 17th Independence Day celebrations, community service activities, and deliberative agendas such as participating in briefings from the Tulungagung regency government.

The Village Head of Beji invited speakers from the district government; last year, he invited the vice president and leaders of the district youth organization to attend the village hall. There, the village head involved the youth organization in the event. Additionally, he also involved the youth organization in decision-making regarding which activities would be carried out during events such as the August 17th Commemoration, as well as the formation of event committees for such occasions.

4. Delegation

Delegation is the transfer of responsibility from a leader to subordinates, taking into account the capabilities of the followers (Siagian et al., 2022). The Village Head of Beji in Tulungagung District entrusted the leaders of youth organizations and their

members with the responsibility of managing every village event, such as coordinating the timing of the August event, providing an overview of the structure of the activities to be held, and organizing events like the MSME bazaar, health walk, and village cleanup—which have been ongoing since the organization’s inception and have continued for two years. The Village Head of Beji also presented certificates of appreciation to the organizers and expressed gratitude to the members for their responsibility and dedication to the events held.

Conclusion

Based on the research findings regarding the role of the Village Head of Beji’s Situational Leadership Style in enhancing the effectiveness of the Youth Organization within the community, it can be concluded that the Village Head of Beji’s situational leadership toward the Youth Organization has been effectively implemented and is functioning well. Of the four indicators, according to Hersey and Blanchard’s theory (as cited in Siagian et al., 2022), the Village Head of Beji in Tulungagung Regency has effectively applied situational leadership style despite it having been in place for only two years. By applying a “ ” approach ranging from giving orders, persuading, participating, to delegating. The methods employed by the village head have proven highly effective and communicative in boosting youth organization participation in every village activity. With a competent and responsible leader, the youth organization in Beji Village, Tulungagung Regency, operates effectively such as assisting in every village event and carrying out village activities like August celebrations, village clean-ups, village competitions, and many more.

Acknowledgments

The author would like to express sincere gratitude to the Village Head of Beji, Boyolangu Subdistrict, Tulungagung Regency, for the permission and support provided throughout this research, as well as to the members of Karang Taruna and the residents of Beji Village for their participation, cooperation, and valuable information shared. The author also extends appreciation to the village officials who assisted in the data collection process. Special thanks are extended to the academic advisor and lecturers for their guidance, advice, and constructive feedback throughout the research process. Finally, the

The Role of the Beji Village Head's Situational Leadership Style in Enhancing the Effectiveness of Youth Organizations in the Community

author would like to thank family and friends for their unwavering support, encouragement, and motivation in completing this research.

Disclosure Statement

The author declares that there are no conflicts of interest regarding the research, writing, and publication of this article. This research was conducted independently without financial support or funding from external parties that could influence the results or interpretation of the research. All data and findings presented in this study are based on actual field observations and have been reported objectively and transparently.

References

- Aisyah, S., & Takdir, S. (2017). Implementation of Situational Leadership Styles by the Principal at SMP Negeri 1 Wamena, Jayawijaya Regency. *Journal of School Leadership and Management*, 2(2), 119–132. <https://ejurnal.stkip-pessel.ac.id/index.php/kp/article/view/116/96>
- Angkasawati. (2018). Youth Participation in the Village Youth Organization (A Study in Ngubalan Village, Kalidawir Subdistrict, Tulungagung Regency). *Publiciana*, 11(1), 14–34. <https://journal.unita.ac.id/index.php/publiciana/article/view/137>
- Anthony, F., & Remiasa, M. (2019). Analysis of Situational Leadership Styles at PT. Futurefood Wahana Industri. *AGORA Journal*, 1(7), 1–6.
- Averus, A., & Alfina, D. (2020). Political Participation in Village Head Elections. *MODERAT Journal*, 6(3), 591–605.
- Crisandye, Y. F. (2018). The Role of Karang Taruna in Developing Adolescent Creativity. *Comm-Edu (Journal of Community Education)*, 1(3), 94–100.
- Darmawan, S., & Roselini, B. T. (2022). A Study of Situational Leadership Styles (Hersey-Blanchard Situational Leadership Model) at Padang Restaurants in Sleman Regency, D.I.Y. *Business Review*, 23(1), 50. <https://doi.org/10.35917/tb.v23i1.248>
- Diana Putri, S., Suci Dewi, S., & Sugeng Cahyono, A. (2023). The Influence of Village Heads' Situational Leadership Styles on Employee Performance. *Bureaucracy Journal: Indonesia Journal of Law and Social-Political Governance*, 3(2), 2302–2319.
- Gafara, C., Riyono, B., & Setiyawati, D. (2017). The Role of Karang Taruna in Empowering Persons with Disabilities in Karangpatihan Village, Ponorogo

- Regency, and Its Implications for Family Economic Resilience. *Journal of National Resilience*, 23(1), 37. <https://doi.org/10.22146/jkn.18295>
- Komalasari, Y., Muharrom, M., & Sumbaryadi, A. (2021). Utilization of the Canva Application to Improve Social Media Functionality Among the Management and Members of the Karang Taruna in Kebon Bawang Village, North Jakarta. *Abditeknika Journal of Community Service*, 1(2), 71–77. <https://doi.org/10.31294/abditeknika.v1i2.380>
- Lubis, Z. H., Riansyah, R., Zutema, A. K. S., & Nulhaqim, S. A. (2022). Youth Organization Participation in Conflict Resolution in Genteng Village, Sukasari Subdistrict, Sumedang Regency. *Journal of Collaborative Conflict Resolution*, 4(1), 66. <https://doi.org/10.24198/jkrk.v4i1.38293>
- Maulana, A., Abbas, M. H., & Arif, M. J. (2025). The Influence of the Village Head's Situational Leadership on the Work Motivation of Village Office Staff in Lilirilau Subdistrict, Soppeng Regency.
- Nardi Mulyono, 2018. (2018). The Influence of School Principals' Leadership Styles on Teachers' Work Motivation in Elementary Schools in Somba Opu Subdistrict, Gowa Regency. *Journal of Social and Humanities Education Research*, 3(1), 290–297.
- Nofita Sari, S., & Kartika Sari, F. (2020). Situational Leadership Styles at the Legal Documentation and Information Network Library in Sleman Regency. *Journal of Scientific Literature*, 6(1), 987. <https://doi.org/10.20961/jpi.v6i1.41098>
- Paru Selni, Kaunang Markus, S.I. (2019). The Role of the Village Head in the Implementation of Development in Salibabu Village, Salibabu Subdistrict. *Journal of the Department of Public Administration*, 2(3), 1–11.
- Purwanto, A., Tukiran, M., Asbari, M., Hyun, C. C., Santoso, P. B., & Wijayanti, L. M. (2020). Leadership models in educational institutions: a schematic literature review. *Journal of Engineering and Management Science Research (JIEMAR)*, 1(2), 255–266. <https://journals.indexcopernicus.com/search/article?articleId=2660964>
- Puspita, D., Anggara, E., Putra, D., & Mulia, M. R. (2022). Taruna Satya Wira Bhakti. 3(1), 356–363.
- Qistiyah, E. M., & Karwanto. (2020). Improving Teacher Performance. In *Inspirasi Manajemen Pendidikan* (Vol. 08, Issue 03).
- Ramlan, P. (2020). Optimizing Youth Organizations in Developing the Potential of the Younger Generation in Tuncung Village. *MALLOMO: Journal of Community Service*, 1(1), 42–49. <https://doi.org/10.55678/mallomo.v1i1.307>
- Safrudin, R., Zulfamanna, Kustati, M., & Sepriyanti, N. (2023). Qualitative Research. *Journal of Social Science Research*, 3(2), 1–15.

The Role of the Beji Village Head's Situational Leadership Style in Enhancing the Effectiveness of Youth Organizations in the Community

- Siagian, H. M., Lubis, M. J., & Darwin, D. (2022). Application of Situational Leadership Styles by Principals of Private Elementary Schools. *Jurnal Basicedu*, 6(3), 3821–3829. <https://doi.org/10.31004/basicedu.v6i3.2747>
- Sintani, L., Fachrurazi, M. H., Ag, S., & Amar Jusman, I. (2022). *Fundamentals of Leadership: A Reference Book*. 1–127.
- Sumeru, A. (2016). The Role of the Village Head in the Administration of Village Government. *JKMP (Journal of Public Policy and Management)*, 4(1), 47–56. <https://doi.org/10.21070/jkmp.v4i1.198>
- Sunoto, I., & Nulhakim, A. L. (2017). Measuring Youth Participation Levels in the Karang Taruna Program Using the Mamdani Fuzzy Inference System Approach. *Simetris: Journal of Mechanical, Electrical, and Computer Engineering*, 8(2), 711. <https://doi.org/10.24176/simet.v8i2.1585>
- Supriadi, E. (2015). Village Financial Management Based on Law No. 6 of 2014. 6, 330–346.
- Telaumbanua, F., & Hardiman, F. B. (2024). The Role of Situational Leadership by School Principals in the Implementation of Inclusive Pedagogy at XYZ School. *Jiip - Scientific Journal of Education*, 7(9), 10204–10213. <https://doi.org/10.54371/jiip.v7i9.5746>
- TOHIR, A. (2024). Implementation of Situational Leadership Styles by the Principal of Nurul Qodiri Integrated Islamic High School in Lempuyang Bandar Village, Way District. 03(02), 491–502.
- Umayrah, F., Afriany, J., & Lubis, R. (2025). Village Officials Of Klambir Lima Kampung. The leadership style of the Klambir Lima Kampung Village Head does indeed always involve the entire village apparatus in joint discussions, but there is a lack of transparency, firmness toward the village apparatus, and the ability to involve the entire apparatus. 8(September), 10–24.
- Ummah, M. S. (2019). Theories Of Leadership. *Sustainability (Switzerland)*, 11(1), 1–14. http://scioteca.caf.com/bitstream/handle/123456789/1091/RED2017-Eng-8ene.pdf?sequence=12&isAllowed=y%0Ahttp://dx.doi.org/10.1016/j.regsciurbe.co.2008.06.005%0Ahttps://www.researchgate.net/publication/305320484_System_Pembetungan_Terpusat_Strategi_Melestari
- Untari, R. D., Boedijono, & Azhari, A. K. (2015). The Effect of Situational Leadership Style on the Performance of Village Officials in Tamansari Village, Wuluhan Subdistrict, Jember Regency. *E-Journal of Public Administration*, 1(1), 1–15.