



COMBINATION OF TRANSFORMATIONAL AND COMMUNITY-BASED LEADERSHIP MODEL IN THE DEVELOPMENT OF PUJON KIDUL TOURISM VILLAGE, INDONESIA

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ABSTRACT

Introduction/Main Objectives: Leadership is part of the success of village development. Leaders can choose and apply a leadership model that suits their organization. **Background Problems:** This research was conducted to analyze the applied leadership model in village tourism. The Head of Pujon Kidul Tourism Village is one of the figures who has succeeded in leading his village and bringing positive changes to the community. **Novelty:** This study focuses on the leadership model of the village head in managing a tourism village. **Research Methods:** Data collection was carried out by observation, interviews, and documentation. Interviews were conducted using an interview guide instrument containing 12 questions divided into three dimensions (leadership, tourism, and successful factor in leadership). This qualitative research using a case study as a research design. **Finding/Results:** The application of a combination of transformational and community-based leadership styles in the tourism village of Pujon Kidul has succeeded in improving Pujon Kidul Tourism Village. Usually, the leader only uses transformational leadership in general, but in this village, the leader uses a combination of transformational and community-based leadership. **Conclusion:** The leadership model used by the head of the Pujon Kidul tourism village is a combination of transformational and community-based leadership community-based leadership.

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1. Introduction

The development of tourism villages in Indonesia faces with various challenges, one of which is the availability of professional human resources. The village community as the main actor in tourism development is the foundation of the sustainability of the tourism village. The government realizes these challenges, then to anticipate them is by providing training and assistance to improve the skills of village communities.

The Team for the Acceleration of Urban and Rural Development mentioned 10 tourism villages which have succeeded in developing tourism in their villages. This success is judged by the various achievements of the village, including success in managing the economy and improving the welfare of the community independently.

One of the tourism villages that is considered successful is the Pujon Kidul Tourism Village. The village has succeeded in exploiting its agronomic potential to become a tourism attraction. Tourism has become a promising new economic base for its people, apart from the main sectors (agronomy and horticulture). The development of tourism in the village has a positive impact on increasing Village Original Income.

At a time when tourism was still lagging behind, Village Original Income only relied on leasing payments to village-owned land. Entering 2016 after tourism began to develop, there was an increase in Village Original Income by two times compared to the previous year. This achievement went beyond village funds from the central government and contributed IDR 2.5 billion to Malang Regency. Increasing Village Original Income supports village government policies to realize programs that

advance village welfare. Village funds are managed in a transparently in a result to village economic development. The tourism village of Pujon Kidul has escaped economic backwardness through tourism. The development of tourism businesses in the village has increased the productivity of the village government so that it has received national and international achievement.

The achievements of Pujon Kidul Tourism Village are the result of good cooperation efforts among the community and the village government in which there are village officials and village heads as leaders of village government organizations. A village head will adjust his leadership pattern and style according to the need to achieve the goals of the village government organization. The Head of Pujon Kidul Tourism Village has carried out his duties and functions as an organizational leader by successfully awakening, motivating, and empowering people to get out of economic downturns and being able to improve welfare through tourism. The leadership of the Head of the Pujon Kidul Tourism Village made a huge contribution and support to the progress of the village in the tourism sector.

The village head started his business to introduce and publish tourism in 2011. The first year was used to socialize the village vision and raise community awareness to improve the cleanliness of the environment. Changes that occur gradually and are not forced create good positive cooperation among all parties. This success is shown by the achievements of the village where since 2016 the village has received at least one award. The highest achievement won 4th place in the ASEAN level for homestays. The achievements and successes of the Pujon Kidul Tourism Village management became the basis for determining the Pujon Kidul Tourism Village as a pilot village by the

Ministry of Villages, Development of Disadvantaged Areas and Transmigration.

The tourist attraction of the village has brought tourists to visit the village. Improved service quality and promotions carried out increased the number of tourist visits. In 2016, 26,133 tourists visited Pujon Kidul Tourism Village and this number increased by 7.1% in 2017 to 214,215 tourists. In 2018 the number of tourist visits increased by 1.3% from the number of visits in 2017 to 497,654 tourists. Tourist visits in 2019 were 588,264 tourists and this is the year where the highest tourist visits. The dominance of tourists visiting to Pujon Kidul Tourism Village is domestic tourists. Foreign tourists who come to the tourist village of Pujon Kidul have not been recorded and served because of language constraints. The highest tourist visits occurred on Saturdays, Sundays and on national holidays. At the end of the week, the tourists who visit reach 7,000 tourists, while on weekdays it reaches 300 tourists. Tourists who come are families in small and large groups as well as school groups and various agencies. Pujon Kidul Tourism Village is the destination of central and local government agencies and universities in Indonesia to conduct research, training and comparative studies.

Tourist attractions in the tourism village of Pujon Kidul rely on nature, culture, handicrafts, and special interesting stuffs. The main product in the tourist village of Pujon Kidul is Café Sawah, which has a restaurant concept in the middle of a stretch of mountains and rice fields. Tourists who want to enjoy the attractions and facilities in the tourist village of Pujon Kidul can pay an entrance ticket at a price of Rp. 6,000 for one person. A private vehicle parking fee is Rp. 2,000 rupiah for motorbikes, Rp. 5,000 rupiah for a car, and Rp. 10,000 for bus type vehicles. Entrance Area tickets can be used as entrance

tickets for rides and transaction tools in the tourist village area. Pujon Kidul tourism village has agricultural and livestock educational tour packages that can serve individuals, small groups and large groups. Tourists can buy the package by making a reservation or contacting the tourism village manager. There are homestay facilities that are managed by live-in units under control of BUMDes with complete facilities for Rp. 150,000 per-each room.

The village tourism business that grows rapidly supports the tourism business of rural communities. This condition is in line with the village's vision to empower all village communities to improve their welfare by participating in tourism at tourism villages. High community participation and support indicate the success of community-based management. The government appreciates the success of managing tourism villages by involving village heads in the Tourism Village as the Development Acceleration Team in 2000 which was formed by the Ministry of Tourism. The village head becomes a speaker and presenter on topics related to the village economy, village management and empowerment of village communities.

The leadership of the head of the tourism village of Pujon Kidul which has successfully received attention from the national television media, he became a invited speaker in the Kick Andy Metro TV program and was a nominee in the Kick Andy Heroes 2018 event. The head of the tourism village Pujon Kidul shared his experience in managing the village economy by becoming a speaker at the international seminar on the Indonesia Development Forum in June 2019. The Ministry of Villages, Development of Distinguished Areas and Transmigration made the tourism village of Pujon Kidul as a benchmarking and

comparative study place for 42 Heads of the Tourism Office. This activity was held to provide motivation and examples of good tourism village management.

It is expected that many tourism villages in Indonesia can learn from the experiences of successful village management of Pujon Kidul. The Minister of Villages, Development of Distinguished Areas and Transmigration stated that leadership is the key to the success of tourism development in the Pujon Kidul (Mahardianingtyas, 2018).

There is growing recognition that local leadership is as an important contributor to the growth of places (Beer, 2014). Scientific studies which have been carried out show evidence that leadership influences the success of the development of a tourism village. A great authority is one of the determining variables for the success of a tourism village (Aizuddin Ahmad Rami Md et al., 2017). The success of building a tourism village is influenced by effective leadership (Kontogeorgopoulos et al., 2014). Leaders can apply the most effective leadership model to be applied in their village environment, there is no wrong or right opinion about the effectiveness of the leadership model, but these various theories can be the key for leaders to choose the best leadership model (McGehee et al., 2015).

2. Literature Review

2.1. Tourism Villages and Rural Tourism

Rural tourism is a form of tourism that shows rural life, art, culture, nature and the history of the village environment. Tourism villages are often interpreted as a form of ecological and social sustainability of rural tourism that creates economic and social benefits for local communities.

A business development in tourism villages provides a new source of income for family living in remote areas (Iorio & Corsale, 2010). A tourism is integrated with existing families as a supporting activity, contributes to economic diversification and is positively related to agro-tourism (Iorio & Corsale, 2010). Tourism also adds value to the abilities and skills of families, enriching their lives in ways that are not related to money. It is also an ongoing activity for families.

2.2. Leaders, Leadership, and Leadership Model

In an organization, it truly has a goal. To achieve the goal, it requires harmonious cooperation between the leader and the leadership. Leadership is a process that influences a group of people to achieve the common goals of an organization (Avant et al., 2013; Northouse, 2018; Yukl, 2011).

Only people who have special qualifications and those with identified characteristics (intelligence, confidence, determination, integrity, and social abilities) can become leaders (Xu et al., 2017). Leaders can develop three abilities, namely technical abilities, human abilities, and conceptual abilities (Xu et al., 2017). In the context of a tourism village, the leader of a tourism village is the village head.

Every leader has a leadership style that is tailored to the needs and goals of the organization. In carrying out his leadership duties, a leader will have different leadership patterns and styles (Astari Putri Salsabiila, Mirzania Alif, 2020). Leadership means caring about setting direction and goals when faced with challenges, because leaders in rural areas need to be placed in an accountability framework that shows that all

stakeholder interests are represented (Pedler, M., Burgoyne, J., & Boydell, 2010).

A leadership is the main problem in human life, he emphasizes that there cannot be a community, country, or organization that does not have a leader (Xu et al., 2017). The authority is highly essential to expand the capacity of the community in advancing tourism. Leadership has three key elements: leader, followers and situation (Xu et al., 2017).

The following components can be defined as a fundamental phenomenon for leadership, although there are several meanings of leadership: (a) leadership is a process; (b) leadership includes influence; (c) leadership occurs in a group sense; and (d) leadership includes achievement targets (Avant et al., 2013). Leadership can be characterized, based on these components, as a process by which a person influences a group of people to achieve a common goal. Defining leadership as a mechanism ensures that it is not seen as a characteristic or an occurring function. It is a system which means that a leader influences and is influenced by workers. It emphasizes that leadership is an interactive experience, not a one-way linear interaction. However, it is important to remember that it is the leader who always builds relationships, makes contact, and shares responsibility for maintaining the relationship. The concept of leadership as a process is also emphasized. The meaning of relationships, which are highly important in rural areas, is also emphasized by describing leadership as a mechanism. Relationships, individual differences and important traits in rural society must be respected by successful forms of leadership in these rural areas.

Leaders in rural tourism areas are more likely to use transformational leadership when leading their villages. This was done

because at first the community did not understand the importance of tourism activities that could improve their welfare, in addition to protecting socio-culture and preserving the environment. This research was conducted in a village in Malang Regency, East Java Province, which has a strong Javanese culture so that the leadership patterns and styles will be influenced by the Javanese culture. Leaders in Javanese culture who can be accepted by the community are those who are role models for society or considered capable of protecting the interests of harmony (Santoso, 2019).

From various developing studies on leadership there are no wrong or right opinions, but these various theories can be the key for leaders to choose the best leadership model (McGehee et al., 2015). The leadership model that has developed to date begins with trait theory, which continues to transactional leadership and then to transformational.

Furthermore, transformational leadership develops into community-based leadership, servant, authentic, and functional leadership.

The leadership model is defined:

a. The Trait Theory

The trait theory of leadership evolved from a single variable attribute to being more complex and incorporating patterns of personal characteristics, reflecting different ranges of individuals who suspected leadership effectiveness in different organizational situations.

b. Transactional Leadership

Transactional leadership extends conceptual leadership to involve the role of followers. This leadership is built by exchanging something of value between the leader and followers, such as promotion, in exchange for productivity.

c. Transformational Leadership

This leadership model involves creating an emotional context between the leader and his followers. This leadership increases motivation and moral values that are not present in transactional leadership.

d. Serving Leadership

This leadership is a permutation of transformational leadership that aims to strengthen and develop trust and add humility and service as leadership tools. Leadership focuses more on groups than individuals.

e. Community-based Leadership

Community-based Leadership develops aspects of leader's charisma and intellectual stimulation of transformational leadership in which on transformational leadership and attributes to intellectual stimulation by focusing on the leader's vision and empowerment abilities. This field of study focuses on the application of collective leadership in groups as opposed to a single individual. Community-based leadership, which proposes the use of a shared vision while recognizing diverse backgrounds in the community. This strategy is characterized by honesty and is achieved through learning methods. Leaders who apply community-based leadership use an individual approach to develop shared understanding through discussion and problem solving.

f. Authentic Leadership

Three components of Authentic Leadership: (1) self-awareness, other awareness, and a developmental focus; (2) the creation of high levels of trust built on a firm ethical and moral framework; and (3) commitment to organizational success grounded in social values (Gardner et al., 2011). This leadership emphasizes the value of ethical behavior in leadership. Leaders understand their values and behave according to their own values.

The leadership is essential for group survival in promoting ethical activities in institutions and organizations. When ethics becomes the soul of leadership because as the only best predictor of trust in a leader, also, ethnicity will be one of the roots (Karim, et al., 2019). The development of the leadership model is divided into four generations according to the year of its development (Avant et al., 2013).

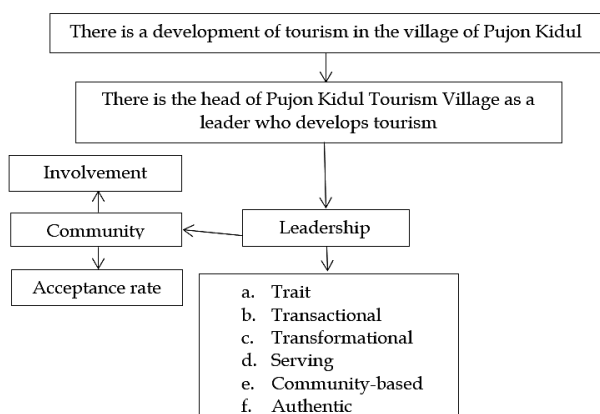
The transformational leadership contributed to team output effectiveness, whereas shared leadership improved the team's organizing and planning effectiveness (Choi et al., 2017). The different styles of leadership contribute to different aspects of team effectiveness. Each of the leadership models discussed offers proposals for various aspects of rural leadership. Together, these and hundreds of other leadership models define the key aspects of leadership appropriate for building rural leadership models. Some of these include the value and responsibility of work and the importance of relationships. Confidence, honesty, power, control, and ultimately a culture of quality are further models of leadership (Northouse, 2018).

In general, rural tourism leadership can contribute to strategic alliances among tourism companies and other operations in which all stakeholders are committed to achieving coherence. The typology shown shows four different options for a coherent growth strategy. Coherent principles promote collaborative planning, assist operational rural tourism policies and provide the basis for spatial planning, all of which link tourism to other sectors of the rural economy. Although leadership is seen as a process, the leadership model is "glue" that holds the process together.

The researchers created a framework based on the theory that has been described,

which is used to identify the concept of leadership applied by the village head in developing tourism in the tourism village of Pujon Kidul.

Figure 1. Research Framework



3. Method, Data, and Analysis

This study used a qualitative approach in a tourism village in Malang Regency, East Java. Qualitative research aims to find meaning, to investigate processes, and to gain a deep understanding of individuals, groups or situations (Emzir, 2012).

This study uses descriptive analysis and does not aim to generalize, but to develop insights that can provide a deeper understanding of the leadership model in the development of a tourism village (Sugiyono, 2014). This study analyzes the leadership model applied to successful tourism villages and analyzes the determinants of successful leadership in developing tourism villages. In addition, researchers in this study use a single case study approach, which allows researchers to conduct in-depth and specific exploration of certain events from a phenomenon (Tohirin, 2012).

Data collection techniques are conducted by observations, interviews, document studies and documentation. Interview data with 13 informants has been

copied into verbatim, is then transcribed. The verbatim transcript is done to see the sentence structure of the subject in a written sentence building. Compacting facts is used to make it easier for researchers to understand the meaning of the sentences uttered by the subject and turn them into word standard, phrases or sentences and then generate the code.

Increasing the credibility of the data through triangulation is done by matching the data on the website, the results of observations and interviews. The validity of research data was enhanced by triangulation of data and methods. Data triangulation is carried out by cross-checking various data sources, such as documents, archives, results of interview, observation results or also by interviewing more than one subject who are considered to have different points of view. Method triangulation was done by interview and observation.

4. Result and Discussion

4.1. Analysis of Transformational Leadership Characteristics

The leader of the Pujon Kidul tourism village built a village vision. The formulation of this vision is based on the ideals of the welfare of rural communities through tourism. This effort is realized by changing the culture and mindset of the community and village officials. People who previously did not understand the concept of a tourism village were given understanding and opportunities to learn.

The village head changed the culture in village government by instilling the 4S values (speed, smart, solid and spiritual). These values change a culture that is considered unfavorable, such as corruption. The application of these values increases the commitment of village officials to provide

services to the community in a fast, smart, solid, and committed manner. This is in line with the theory of leadership elements: building a strategic vision, which states that the vision focuses on the future of the company, the vision includes corporate values and culture (Mcshane, S., Glinow, 2010).

The village head communicates his vision to village officials in writing, for example by printing the vision in frames and placing it on the wall and printing it on a standing banner. It is intended that all village officials and administrators always remember the company's vision. The process of communicating the vision is also carried out orally through a coordination meeting which is held every Monday. The village head evaluates the progress of the ongoing process towards achieving the vision. Each individual is given the authority and responsibility to convey the progress and problems faced. The way for the leader to direct the village apparatus is to achieve the village vision is by being supervised so that it remains in line with the village vision. This is in line with the theory of leadership elements: communicating the vision, which states the process of leaders sharing their vision for the organization (Mcshane, S., Glinow, 2010).

The realization of the vision is shown by real action, the leader gives an example to village officials that the leader does not only give orders but shows it through attitude. The vision for the welfare of the community through tourism development begins with the socialization of the concept of tourism to the community. Socialization is carried out by cooperating with village leaders and village officials to jointly increase community awareness of the importance of cleanliness. The village head gave an example of improving the cleanliness of the village

environment by going directly to the road. The development of a tourism business is carried out by cooperating with all community groups including village youth. The preparation of human resources is carried out by increasing formal and informal education. The village head encourages youth who have not completed compulsory education up to high school for free. Informal education is provided through coaching and training, especially in the field of services to tourists and providing motivation for entrepreneurship. The village head is directly involved in the effort to introduce tourism to the community and foster youth. This is in line with the theory of leadership elements: modeling vision, which states that transformational leaders do not only talk about vision but realize it (Mcshane, S., Glinow, 2010). They walk the talk, which is stepping out of their comfort zone and doing something that reflects the vision.

Building a commitment to the vision is done by creating a positive and conducive work culture. The village head places village officials as reliable and trusted partners so that loyalty grows and has a commitment to provide the best performance. The attitude of the village head in transferring his enthusiasm, and dedication to realizing the vision is shown by providing motivational words. On various occasions the village head always reminded the importance of being committed in carrying out their respective duties as a form of worship to God. Where when worshipping will give the best service and carry out their duties properly, honestly and sincerely. Delivery of messages is conveyed by means of discussion in a polite manner that is not patronizing so that the message and energy referred to by the village head can reach the village well. This is in line with the theory of leadership elements: building a commitment to vision, which

states that transforming vision into reality requires commitment from employees, namely being able to use words in several ways, build enthusiasm and channel energy to be able to accept the vision (Mcshane, S., Glinow, 2010).

The village head is guided by the vision and mission to achieve the agreed targets as evidenced by the availability of clean water from springs in the mountains which is estimated to be sufficient for 40 years. The village head lays down the basics in the form of village regulations, one example is the existence of a master plan for sustainable tourism development. The village head demonstrated a future-oriented sustainable tourism management. Village leaders think ahead and devise long-term plans to ensure sustainability in tourism resource management.

The village head has a far-reaching view in formulating plans to improve the economy and community welfare. The realization of the set plan is carried out in stages according to the readiness of the community, human resources, and funding as evidenced when it began in 2010, when tourism was introduced to the community. The village head and village stakeholders start moving from the *Sapta Pesona* concept, namely there must be seven things in society: (1) security, (2) orderliness, (3) cleanliness, (4) coolness, (5) beauty, (6) hospitality, and (7) memories.

They introduce how to clean, both on the road and in the neighborhood. There are pros and cons from the community, which are overcome by always communicating and being in direct contact with the community. The growing public awareness to take part in maintaining and creating a clean environment is emphasized because this is an important thing in tourism. The next stage of efforts to increase public awareness of

cleanliness is to go directly and provide real examples to the community carried out by the village head and its officials. The cleaning effort begins by jointly cleaning up the village environment including village roads and drainage culverts.

Furthermore, funding is given to each RT and RW so that they can independently carry out cleaning and structuring activities in their environment. Furthermore, the village conducts an assessment and cleanliness competition in the village environment. The efforts made have succeeded in increasing awareness and participation of the community in increasing their awareness in maintaining the cleanliness of the village environment.

The visionary thinking attitude shown by the village head is shown by his attitude in solving social problems in the village. The social problems that have arisen in the village have existed for a long time and have not yet found a solution. The attitude of the village head who embraces village youth who are considered a bully and cause social problems has shown good results. Village youths who used to be disturbing, have now turned into youths who actively participate in building villages through tourism.

Mr. Udi Hartoko is a leader who provides role models and is respected by village officials and the community. The village head shows discipline by always coming to the office on time, wearing a uniform according to applicable regulations. Leadership that is carried out is not dictatorial and upholds democracy, discussion and exchange of ideas and the habit of listening to others eliminates the gap between the leader and his followers.

The village head is never arbitrary in leading and acts as a cooperative partner. Solidarity in a well-built work environment improves the performance of village officials,

for example, if there are devices that are constrained in solving a problem, other devices will not hesitate to aid so that the problem can be resolved on time. Attitude shows strong self-confidence shown by commitment to realizing the village vision.

The village head shows a strong belief that the vision for the welfare of the community can be realized. The efforts of the village head to give up his bent land as a place for the village tourism business to be established without taking advantage of it received positive appreciation from village officials and the community. The community and village officials can feel the strong commitment shown and the sincerity of the village head who works for the welfare of the community.

The attitude of a leader in presenting himself when employees have difficulty is exemplified by the leader holding coordination meetings every Monday to monitor the progress of the vision and discuss complex problems that cannot be directly addressed in the field. In the coordination meeting the leader provides direction and listens to the difficulties experienced during carrying out tasks. Deliberations are always held to formulate solutions to problems faced by village officials. So that village officials have the same sense of responsibility to be able to solve problems that occur and think of the best solution together.

The way the Village Head Pujon Kidul motivates and inspires his subordinates to work better is by praising, appreciating the good performance of village officials and appreciating their potential which is sometimes not realized in him. The Village Head does not recognize the success of tourism development as an achievement and the result of his own performance; he always recognizes and acknowledges the

cohesiveness and contribution of village officials, the community, and the government.

The village head prioritizes the interests of the community above his personal interests, where the programs and policies made consider and involve the community. The village head makes a policy that prohibits the involvement of the village head in and his apparatus in the village tourism business to provide the widest possible opportunity for the community to open a business. This policy is in line with the vision of the welfare of rural communities through tourism. In facing problems, the village head is calm and looks for the best solution by way of deliberation. The village head collects all the instruments and discusses the problems experienced so that all village officials know the problems that have occurred and become a lesson for other officials not to make and repeat the same mistakes.

The figure of individual attention of the Village Head is shown by establishing good personal relationships with village officials and the community. The village head is firm and serious in his work and shows professionalism, but the village head shows his concern by always asking about the news and the condition of his officials. The village head gave the understanding that the responsibility to promote the village did not rest on the leader and his skills but on the community. This thought is related to the term of office of the village head and time-limited instruments while the community will continue to exist.

The professionalism of the village head is shown by building a disciplined and capable work culture outside of building closeness outside the office with hospitality. The village head treats village officials as valuable colleagues and not as messengers.

Authorities and responsibilities as well as job descriptions are given after identifying the experience, abilities, and interests of subordinates. Learning opportunities are given by giving important tasks such as leading meetings and representing the village head when not in place so that the device can learn to lead.

The leadership before Mr. Udi Hartoko was the winner of the village head election which served until 2010. Village government tends to be closed and less close to the community. The main problems of society such as poverty, unemployment, urbanization, juvenile delinquency, waste problems and limited clean water cannot be resolved due to budget constraints. The village government environment is less compact and services to the community are not optimal.

When the transition of leadership to Mr. Udi Hartoko, changes began to be made, which begin with mapping. The pick-up mapping process is carried out to get a real picture of the village situation, including its potential and problems. The village head builds an integrated electronic information system to initiate administrative transparency, including managing the village budget. The village head carries the vision of economic development and improving community welfare through tourism. BUMDes was formed as a legal basis for the use of village funds for tourism development capital and a forum for solving community problems.

The development of tourism in the village increases the village's original income, standard of living, and community welfare. A number of changes made by the Village Head are in line with the theory of the definition of transformational leadership: leaders can change a team or organization by

creating a vision and trying to achieve that vision (Wibowo, 2015).

Then transformational leadership is about leading and changing organizational strategy and culture, thus directing the company in a better direction. Negative things in the leadership transformation that occurred in the leadership of the Head of the Pujon Kidul Tourism Village are The leader figure is very dominant, so it is feared that if the Pujon Kidul Tourism Village has changed leaders, and the new village head does not have the same leadership model, it will hinder the progress that has been achieved so far.

4.2. Analysis of Community-Based Leadership Characteristics

The researchers found conformity between the research data and existing leadership model theories. The head of the Pujon Kidul tourism village shows evidence of the application of community based leadership by fulfilling the elements of community-based leadership: (1) Divisible roles; (2) Events that trigger sharing leadership; (3) Facilitating factor; (4) Affected the most yielding approach; and (5) The stages and life cycle of a shared leadership environment (Kocolowski, 2010).

The head of the Pujon Kidul tourism village is a leader who gives authority and responsibility to village officials and the community according to his abilities. Before assigning responsibility to village officials and the community, the village head takes a personal approach to identify the potential of everyone. The personal approach taken provides a personal and emotional closeness that has an impact on good performance in village government organizations. The effectiveness in carrying out tasks is better because everyone makes the best

contribution to the village government organization.

The village head gives confidence to make decisions in carrying out his functions, duties and responsibilities. This triggers self-confidence in the village and community so that they have a high responsibility for the given responsibility. This condition simplifies the controlling process and simplifies the performance evaluation process. Thus, This is in line with the theory of community-based leadership attributes (Kocolowski, 2010).

The village head is a leader who does not only apply the top-down route in assigning responsibility but also Village officials are given space to provide input in the organization and are given the right to express opinions. The process of exchanging ideas that occurs in the delegation of authority facilitates the process of delegating tasks because every decision has reached mutual agreement and becomes a non-coercive ability. Leaders can divide tasks and responsibilities among village officials according to their abilities and the tasks given can be carried out properly. This is in line with the theory of community-based leadership attributes: events that trigger shared leadership (Kocolowski, 2010).

The village head is willing to listen to the thoughts and needs of village officials and the community and then try to meet these needs. The village head's ability is to listen to the opinions of village officials and the community opens wide access for village heads to realize the wants and needs of village officials and their communities. This is reflected in the mapping program that was carried out at the beginning of his term of office in which he did not hesitate to directly listen and observe input and complaints from the community. Village and community officials are given space to express their

wants and needs. The village head carries out his responsibility to facilitate the community and its officials to build good relations with stakeholders. This is in line with the theory of community-based leadership attributes: the facilitating factor (Kocolowski, 2010).

The village leader implements the strategy which is the most beneficial to the organization in the village. The collecting of information on potential and village problems carried out in the mapping becomes the basis for policy making. The village head understands the potential of the village and optimizes it to get the most optimal results, namely through tourism development. The vision and mission carried by the village head focuses on tourism development that empowers rural communities to achieve prosperity. The strategy implemented has proven to be the most effective way to improve community welfare and increase village original income significantly. This is in accordance to the theory of community-based leadership attributes: influenced by the most productive approach (Kocolowski, 2010).

Village leaders implement the most effective and efficient strategies to achieve the village vision and mission and then ensure village officials run the government in accordance with the vision and mission designs set. The village head can create a conducive work environment by generating the commitment of each individual in the village government organization. This is in line with the theory of community-based leadership attributes: the stages and life cycle of a shared leadership environment (Kocolowski, 2010).

Village funds distributed by the central government are managed by the village head and his apparatus in a transparent manner. The use of these funds is mostly used for the development of infrastructure to support the

village economy. The village head reduces the use of the budget for physical development, which at each post requires relatively large funds. The development carried out is the construction of agricultural irrigation channels, culverts, waste management sites, clean water management, and the development of tourism amenities.

Village funds are also included as capital to open a tourism business in the form of a rice field cafe. The rice field cafe business is a restaurant that is established in the middle of a rice field area that has worked a lot of labors so that it can provide direct economic benefits to the community and make the community prosperous. The workers at the rice field cafe are mostly residents of the tourism village of Pujon Kidul and its surroundings. Originally the rice field cafe workers were prioritized from poor households and youth who did not have a job. The rice field cafe uses the farmer meeting hall building built by Bank Negara Indonesia (BNI) as a Corporate Social Responsibility (CSR).

The analysis conducted on the leadership of the head of the tourism village Pujon Kidul shows the application of transformational and community-based leadership styles. The combination of the two leadership styles has been shown to affect team performance (Pearce & Sims, 2002). The application of the two leadership styles in village government organizations in the tourism village of Pujon Kidul shows good performance and effectiveness. Village officials understand the shared vision and are highly committed to achieving this vision together. The application of the two leadership styles simultaneously has a positive effect on team effectiveness, so that leaders can get maximum benefits for the team (Choi et al., 2017).

Vertical leadership styles, such as transformational leadership, where leaders are appointed based on ability and seniority, and hold the authority in making important decisions in organizations. Vertical leadership styles have been shown to be effective in improving organizational performance. Horizontal leadership styles, such as community-based, can increase the competitive advantage for the organization because when compared to vertical leadership, it allows team members to share all responsibilities in achieving goals effectively (Wang et al., 2014).

The negative thing in community-based leadership that happened to the leadership of the Head of the Pujon Kidul Tourism Village was that it took longer to make decisions, because the decision-making process was carried out by everyone involved, not just the village head. In addition, to make this leadership successful, strong team building is needed and that takes a long time, because building strong closeness between members of the village community and the tourism community cannot be done in a short time.

5. Conclusion and Suggestion

The leadership model applied by the head of the Pujon Kidul tourism village is a combination of two vertical (transformational) and horizontal (community-based) leadership styles. The combination of the two leadership styles is applied simultaneously and effectively in achieving the vision of the village organization. Transformational leadership is characterized by four key characteristics, namely: (a) idealized influence, (b) inspirational motivation, (c) intellectual stimulation, and (d) individualized consideration.

The village head also applies community-based leadership which is characterized by: (a) a shareable role, (b) events that trigger shared leadership, (c) facilitating factors, (d) influenced by the most productive approach, (e) stages and the life cycle in a shared leadership environment.

Researchers provide input for village heads to ensure the sustainability of tourism management, which is currently showing good performance. Leaders must ensure intensive training for future generations. The village head can act as a coach for future leaders and provide the training needed to become the best leader for his village. It is expected that actors directly involved in the governance of rural communities develop more sustainable leadership processes that can seek out and support future leaders. Training and education are important; one of the most effective ways to nurture future leaders is through mentoring. Leaders can initiate financial assistance programs for education equality at any stage which is not limited to Senior high school level. The existence of this program can be done to provide support up to the lecture level as well as special interests.

Village leaders complete future village leaders with the leadership skills and knowledge they need. Village heads can devise unpredictable plans that address expected leaders when leaders leave, retire, or die. Given the temporary nature of the leader and limited by time and tenure, the incumbent leader must be careful and cultivate new individuals in the community from time to time to ensure sustainable governance for tourism villages.

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