

## Contextualization of Leadership in Village Tourism Management

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### Abstract

*In the change agenda launched in any institution and anywhere, the role of leadership is always important for achieving the change goals. In the context of the change agenda being rolled out in the Village, the role of Leadership is very large in achieving the goals of change. This article intends to explore in more depth the role of leadership about the experience of the process of Pujon Kidul Village transforming into a Pujon Kidul Tourism Village and then maintaining its sustainability so that it can become a Tourism Village that is not only advanced but also sustainable. The research results show that the effectiveness of a leadership style is largely determined by the extent to which the leader can apply a leadership style that is adaptive to the situation. In the context of the change agenda launched in Pujon Kidul Village, the community leadership model is the appropriate leadership model to be implemented accompanied by transformational leadership and servant leadership models. Above all, the leadership model used must also synchronize with local wisdom.*

**Keywords:** *Community Leadership, Transformational Leadership, Servant Leadership, Tourism Village Management.*

## INTRODUCTION

Leadership has always been an inseparable part of management. Leadership is a function that mobilizes all organization's resources to contribute to achieving organizational goals. Through leadership, the process of cooperation and synergy between all components in the organization can be achieved in a harmonious and complementary way to become a unified whole (Ryandono et al., 2022). Villages were an important part of Indonesia's growth and equalized the country's economy. There are around 74,000 villages in Indonesia. It was a big challenge to mobilize villages to be able to contribute to the national economy. Most of them were the largest contributors to poverty rates in Indonesia. Effective leadership is needed in village management to be able to contribute positively to the country's economy (Mendo et al., 2023).

Nowadays, the echo of the Village's change towards a better Village is felt very loudly in various Village areas in Indonesia. Village Law No. 6 of 2014 became a momentum that sparked attention and village development to become more massive (Sari et al., 2021). Through this law, the state is committed to working with villages and village communities to help change the face of villages to become more empowered, sovereign, and prosperous. Study conducted by (Iman, Wardhana, et al., 2022) government also facilitates the Village development agenda with the Village Fund policy which is given to each Village that has met the requirements to be entitled to receive Village Funds following the provisions set by the government (Loestefani et al., 2022).

With an illustration of the importance of the village's position on the Indonesian economic map, leadership in the village is a crucial aspect that will determine whether the village will truly be able to make a positive contribution to the country's economy (Purnomo et al., 2020). The important role of leadership in the Village comes at the same time as the challenges in the Village which are combined into various problems in the Village such as poverty, low quality of human resources, poor quality of health, and so on. Leadership is needed that can drive change so that the village, which has been identified with several of these problems, can turn into a progressive village, capable of bringing prosperity to its people (Fauziana et al., 2022). Intellectual intelligence alone is not enough to accompany leadership in the Village. It requires the ability to understand the Village community as well as high cultural intelligence to be able to read well the cultural character that develops in the

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Village, making it easier to move all existing components in the Village to change the village and achieve progress (Mardesci et al., 2021).

Of the several village phenomena that have succeeded in making changes in their management, Pujon Kidul Village is one of the villages that has been able to transform its village into a successful tourism village. Pujon Kidul Village, which was previously classified as one of the disadvantaged villages among its neighboring villages, through strong leadership and management, managed to emerge from the confines of a disadvantaged village to become a more prosperous village (Sari et al., 2021). The phenomenon of Pujon Kidul Village's success in transforming into Pujon Kidul Tourism Village was largely triggered by the presence of effective leadership within it. This is in line with the phenomenon found in several studies on the development and management of tourist villages, the success of which is determined by the presence of effective leadership ((Heslinga et al., 2019); (Gao & Wu, 2017); (Havadi Nagy & Espinosa Segui, 2020). The strategic role of leadership in the management of the Tourism Village, ultimately underlies the research outlined in this article to explore the leadership model implemented since the pioneering period of the Tourism Village, the start of operations until now which has entered more than a decade of operationalization of the Tourism Village Pujon Kidul.

## **LITERATURE REVIEW**

### **Community Leadership**

As a leadership concept, Community Leadership is a concept that defines leadership as an essence. Community leadership is a leadership concept that is built on the existing dimensions of the community, is informal, less hierarchical, acts voluntarily, creates social capital, and becomes a symbol of change (Martiskainen, 2017). Furthermore, the construction of community leadership can be explained from the dimensions of the community, which consist of membership, influence, empowerment, and emotional connection (Pratiwi et al., 2022). The first dimension, namely, membership, and community leadership grows from an awareness in a person who feels part of a community (Iman, Sukmana, et al., 2022). Second, influence relates to a person's ability to make a difference in a community. Third, Strengthening, community members feel able to meet the needs of community members. Fourth, emotional connection, is the awareness within the community. Each of them has a common history, background, and life that has been lived together over a relatively long period (Ghifara et al., 2022).

Sourced from the four dimensions explained above, community leadership grows in someone in a community, who then initiates and acts to bring about change towards a better direction, which is carried out voluntarily, solely based on a sense of belonging and high concern for the needs and interests of the community.

### **Transformational Leadership**

Transformational Leadership has four dimensions namely, intellectual stimulation, adapted consideration, ideal influence/charisma, and inspiring motivation (Sari et al., 2021). Transformational leadership begins with a person's concern to act and/or do something whose benefits can be felt by many people and are felt for a relatively long time. For this reason, someone places collective needs above their interests.

### **Servant Leadership**

Servant leadership is aimed at the good of the organization or community. However, in servant leadership, there is an emphasis on paying great attention to the needs of followers. The needs of followers are described in the form of fulfilling the need to empower followers, as well as trying and utilize the potential of followers as fully as possible (Greenleaf, 1977); (Liden et al., 2014); (Sun et al., 2019).

### **Tourism Village Management**

Organizations need systematic and structured management that can ensure the achievement of goals. Management that runs well is reflected in the organization's ability to mobilize, organize, and arrange all its resources into one complete and complementary unit (Juliansyah et al., 2021). Tourism Village is an entity in the Village that has the aim of improving the welfare of the Village and the Village community, its management

requires active involvement from the local Village community (Community-Based Tourism). Furthermore, Community-Based Tourism is defined as tourism management that fully involves every element of the village community from planning, implementation, monitoring, and evaluation (Priyono & Anggraini, 2019).

## **METHODOLOGY**

This study used a phenomenological approach, this study used primary data gathered through in-depth interviews with key informants, namely the pioneer of the Pujon Kidul Tourism Village who is also the Head of Pujon Kidul Village for the 2011-2023 term. The key informants for this study were the village head, the director of village-owned enterprises, the chairman of the Tourism Awareness Group, and the head of the cafe farm unit. Samples were determined using purposive sampling with inclusive criteria as follows:

Subjects that have been involved for quite a long time and intensively with the management activities of the Pujon Kidul Tourism Village.

Subjects who are still actively involved in management activities of the Pujon Kidul Tourism Village

Subjects who have sufficient time to provide information or the opportunity to be interviewed

Subjects who are willing to provide information as is and have the information needed.

## **RESULT AND DISCUSSION**

The journey of Pujon Kidul Village to transform into Pujon Kidul Tourism Village is a phenomenon that is full of leadership values that are interesting to study in depth. These leadership values not only emerged and stopped when the Tourism Village started operating, but also continued until the Pujon Kidul Tourism Village reached more than a decade of operation. This view of leadership which emphasizes character and action rather than just position or power, will be clearly illustrated when we follow the journey of Pujon Kidul Village in its transformation into Pujon Kidul Tourism Village.

The Head of Pujon Kidul Village for the period 2011-2023, long before becoming Village Head, had published ideas in his mind to make Pujon Kidul Village a Tourism Village. The idea was based on the enormous potential that Pujon Kidul Village has when it comes to tourism. Together with several village youths, he intensively exchanged views regarding ideas for advancing the village. He felt called to donate his thoughts and energy to advance his village. A village that has great potential but is still unable to improve the welfare of its people.

The result of the interview shows that Udi Hartoko as the head of the Tourism Awareness Group viewed that with its enchanting natural beauty assets, and its location close to the Batu Tourism City, Pujon village has valuable potential that can be explored to become a Tourism Village capable of improving the welfare of the Village Community. In every change agenda that is to be rolled out in any institution or region, the leadership function is always required to be present.

In the phenomenon of the transformation of Pujon Kidul Village into Tourism Village, the leadership function was very prominent in accompanying the transformation. Even in this transformation process, the values and functions of leadership were present before the candidate for Village Head ran for Village Head. Approaches were dominated by the informal way by the Village Head while in office or when he was still running for Village Head. He implemented leadership values in his hard efforts to raise the awareness of the Village community to participate in building a Tourism Village in Pujon Kidul Village.

The informal approach used in carrying out his leadership is based on awareness of the importance of accommodating aspects of local wisdom in carrying out leadership functions. Village communities have different characters from urban communities. The differences in character are influenced by the different societal backgrounds of the two. Village communities are synonymous with limited levels of education. Apart from that, their level of welfare is also relatively not as good as that of urban communities there is a wide gap with urban communities. These things are further compounded by the health problems that often hit rural communities. Almost all of the components that are indicators of the quality of human resources are deficiencies in rural communities. These things ultimately become the cause of the lack of quality human resources in rural communities. The limited quality of human resources then makes the village community's

way of acting in their daily lives very distinctive, which in certain cases is their weakness, although in certain cases they also have advantages that become potential that urban communities do not have.

In adapting the character and behavioral patterns of rural communities in daily life, to ensure leadership can function optimally, leadership is needed that is adaptive to the behavioral characteristics of rural communities. In the context of the community in Pujon Kidul Tourism Village, the Village Head and several components who play a role in managing the Tourism Village, such as the Director of village-owned enterprises, Heads of related Units owned by village-owned enterprises, Chair of Tourism Awareness Group, and so on, in carrying out their leadership functions prioritize on accommodating local wisdom. This has implications for an informal leadership style, which is more in line with the culture and character of the village community in general.

On many occasions, solutions for the problems that arose in the Village could be emerged from relaxed informal meetings such as Coffee Shops, or at the Village Head's residence while enjoying a meal. In this informal meeting, the atmosphere was smooth, warm, and full of friendliness, so that the community had more freedom to convey and explain Village problems in full, while also providing constructive views in formulating the best solutions. The village community undergoes these formal meetings with rigidity, and cannot freely express complaints or views that might provide a solution to a problem.

Apart from that, the strong culture of closeness and kinship in Pujon Kidul Village means that the leadership patterns applied in Pujon Kidul Village cannot completely swallow the managerial leadership styles applied in urban corporations. With a culture of kinship and closeness that is so strong in Pujon Kidul Village, the managerial leadership that takes place is different from that in urban corporations, which tend to be rigid and formal. An example of the application of managerial leadership in Pujon Kidul Village is the application of reward and punishment which, without prejudice to its main objective, is implemented with several modifications which make its application less strict than in the private sector in urban areas.

In the Pujon Kidul Tourism Village, as a Village entity that carries the agenda of empowering Village communities, the community is given ample space to join and participate actively in the institutional management of the Pujon Kidul Tourism Village, as well as after joining and for example, for some time they have not met the performance quality standards as stated in (Akbar et al., 2023). It was hoped that they will not immediately be dismissed or have their work contract terminated, but will be transferred to a department that is considered more in line with the typical capabilities of the human resources concerned (Gai, 2022). In the context of HR recruitment in the Pujon Kidul Tourism Village, HR recruitment does not prioritize HR skills or skills in certain fields as is generally the case with corporations. This is done because the Tourism Village prioritizes the aspect of community empowerment (Rahmawati et al., 2020). So, with the employment opportunities provided by the Pujon Kidul Tourism Village, the Village community must be facilitated to get educational and coaching opportunities to increase the capacity and competency of the Village residents' human resources.

Strong leadership values were not only demonstrated by the pioneers when the Tourism Village was operational but also when the Tourism Village was still in the idea stage and when they were still fighting for the Village community to feel confident in the idea of making Pujon Kidul Village a Tourism Village. This leadership was evident when the pioneers were directly involved and were at the forefront of the transformation and development process of the Tourism Village in Pujon Kidul Village.

The people of Pujon Kidul Village will only be completely convinced of the idea of a Tourism Village, if the Tourism Village's operations in the field have a positive impact on the people of Pujon Kidul Village. So, then the pioneer began to move from upstream to downstream to show and prove that his idea was intended and he believed it would bring better change to the people of Pujon Kidul Village and Pujon Kidul Village. He then made initial breakthroughs, including regulating the provision of clean water in such a way, apart from being important to accompany the operationalization of the Tourism Village, was also necessary to ensure equal access to clean water for all residents of Pujon Kidul Village in a fair manner. Apart from that, better waste management is also a concern and action for the pioneers and the personnel in their ranks.

The initial breakthroughs from the pioneers to start developing a Tourism Village in terms of providing clean water more evenly and managing waste better, ultimately bore fruit. This initial success began to inspire the Village residents' confidence in the idea that a Tourism Village would have a positive impact. And what is no less important, the level of trust in the pioneers in the Pujon Kidul Village community has increased, because this initial success has perceived the pioneers as figures with the spirit of true leaders who are serious about realizing their ideas and even participate at the forefront of the process.

Over time, all stages of the process that pioneers and their staff went through in developing the Pujon Kidul Tourism Village were successfully carried out well and were able to convince the Village community thanks to the positive results. Pujon Kidul Tourism Village, especially since adding the Sawah Café Destination, has succeeded in attracting tourists in large numbers. Several problems in the village, such as unemployment, juvenile delinquency, poverty and so on, have received solutions from the operation of the Pujon Kidul Tourism Village. Pioneers through their leadership have shown that leadership is about how caring is accompanied by ideas and followed up authentically by prioritizing local wisdom in order to achieve a prosperous and sustainable Village Vision.

**Table 2. Awards received by Pujon Kidul Tourism Village**

NO	YEAR	AWARD NAME
1	2017	Best Tourism Village in the Agro Tourism Village Category from the Ministry of Villages Development of Disadvantaged Areas and Village Transmigration
2	2017	National Inspirational Village from the Ministry of Villages Development of Disadvantaged Areas and Village Transmigration
3	2018	Indonesia Sustainable Tourism Award from the Ministry of Tourism and Creative Economy
4	2018	1st Place in the National Tourism Awareness Group Independent Category
5	2020	Sustainable Tourism Village Award from the Ministry of Tourism and Creative Economy
6	2021	Award for 7 Inspirational Independent Tourism Villages from the Ministry of Tourism and Creative Economy
7	2022	1st Place in National Brilliant Village

Source: <https://tabloidjawatimur.com>

Rolling out change in an institution is a complex process that requires the readiness of all the necessary resources along with effective leadership. In the process of transforming Pujon Kidul Village into a Pujon Kidul Tourism Village, the resources available to support the implementation of the transformation well are very limited. Amid these limitations, a figure emerged who was able to display strong leadership who was able to convince the wider community in Pujon Kidul Village that the transformation carried out was part of an effort to create a more advanced and better Pujon Kidul Village.

The Head of Pujon Kidul Village for the period 2011-2023, is a resident of Pujon Kidul Village who has great concern for the future of his village. Long before he became Village Head, he felt concerned about the condition of his village, which was not only running in place, but was backward compared to its village neighbors. The daily scenes that he sees around the streets of his village, some of them are unemployed youths, others have had to drop out of school, and some choose to try their luck outside the village, either domestically or abroad to try their luck as a migrant worker. The trigger and consequence of these problems is the high level of poverty in Pujon Kidul Village. With all these conditions, the pioneer felt called to do something to change the face of his village. This sense of concern and calling even made him feel the need to resign from his job as a manager at a hotel in Batu.

By resigning from his job, he felt he could focus more and serve Pujon Kidul Village with utmost totality. This great concern ultimately led Udi Hartoko to demonstrate his leadership values. Leadership values here need to be underlined because they are independent of the attributes of a particular rank or position. True leadership starts from character and is followed by certain behaviors and actions that follow leadership principles. It was about character and actions that do not always have to be related to position or rank.

If examined in depth, pioneering activities that build dialogue with several elements of Pujon Kidul Village residents, the majority of whom are youth, are a form of transformational leadership values, that try to build awareness among fellow residents to work together to build the Village to change for the better. Transformational leadership has several factors, namely ideal influence, inspiring motivation, intellectual stimulation, adapted considerations (Ma & Jiang, 2018). It doesn't stop there, pioneering activities in building dialogue with young people are carried out following existing local wisdom, so that dialogues are always packaged informally, through casual meetings while drinking coffee and enjoying snacks, so that the dialogue runs smoothly and flows. The steps taken are following community leadership values, one of the factors which is communicating in an appropriate way (Purwanto et al., 2019).

After the pioneer ran for office and was then elected as Head of Pujon Kidul Village in 2011, his leadership power did not weaken, and even with the mandate he received from the Pujon Kidul community, he was increasingly free to realize his ideas. With the authenticity of his leadership and the transparent attitude that is always shown in every program implementation and its results, the Village residents have more confidence in his leadership as Village Head (Muttaqin et al., 2023). The idea of a Tourism Village, which was initially quite opposed by residents due to the pessimism that plagued its opponents, faded along with the success of the Village transformation process. Pujon Kidul has become a Pujon Kidul Tourism Village, moreover, the Pujon Kidul Tourism Village had an impact on increasing the welfare of the people of Pujon Kidul Village (Rahmawati et al., 2020).

With all the achievements of the pioneer since he launched the idea of a Tourism Village in Pujon Kidul Village until successively starting the process of transformation, execution, and the phase of realizing sustainability, there are at least 4 models of leadership that were strongly demonstrated by the pioneer, when he was not yet the Village Head or when has served as Village Head (Umam et al., 2022). Other leadership models that stand out from pioneering leadership in managing Pujon Village were Authentic Leadership and Servant Leadership. Some of his actions that empowered the residents of Pujon Kidul Village in developing their potential and capacity aimed at creating value for the Village community were the implementation of the values of servant leadership behavior. An important note that also needs to be known is that in carrying out his leadership role, everything is based authentically, namely starting from sincere personal desires and intentions and prioritizing honesty to provide benefits for the people of Pujon Kidul Village through the development of a sustainable Tourism Village (Dewi et al., 2021).

### **Implication of Leadership in Village Tourism**

The vital role of leadership in the management of Tourism Villages must become an awareness for Tourism Village stakeholders, especially for the main stakeholders, consisting of the Village Head, Director of village-owned enterprises, Chair of Tourism Awareness Group, Village Consultative Body, and the entire wider community (Muttaqin et al., 2023). With this awareness, it will make them implement leadership values with high totality and effectiveness. More than that, as part of the community in the Village, stakeholders can interpret leadership as a service based on volunteerism, placing the interests of the Tourism Village above personal interests (Wardhana & Ratnasari, 2022).

On the other hand, regulations that have been made by the Government or state, which have given sovereignty to Villages to become owners, actors, and managers of Tourism Villages, need to be continuously maintained and improved, because they are in line with the principles of Community-Based Tourism, where tourism management is the most appropriate is to fully involve the entire Village community in every process of managing the Tourism Village (Febriyanti et al., 2022). By providing a large space for sovereignty to the Village, apart from being able to stimulate the presence of informal leaders, the Village also has the opportunity to get the best formal leaders from their land through a democratic mechanism (Dhewanto et al., 2020). In many cases, leaders who come from their place of origin have many advantages, such as better mastery and familiarity with the terrain, as well as a high sense of ownership and a sense of shared destiny. This all provides extraordinary energy to support leadership in the Village to become even more effective (Longkul et al., 2020).

Leadership requires more awareness and care of the highest quality, which comes from the deepest part of the heart, and is realized in real actions, which are beneficial and contribute greatly to the good of many people (Wardhana, 2021b). Until forever, the noble concepts related to community leadership, transformational leadership, and servant leadership, must continue to be echoed and developed sustainably, because they are the foundation and basis that is useful for anyone and anywhere, to carry out the values and actions that are the essence of effective leadership, whether in business organizations, social organizations, villages, cities, provinces or countries (Leitch & Volery, 2017). Furthermore, to implement leadership, it is important to adapt to the characteristics of the situation and conditions where leadership is being issued (Wardhana, 2021a). No matter how well the leadership concept is implemented, it will always require flexibility to create relevance between the leadership style used with the needs of followers and the culture in which the leadership takes place (Syafiq Humaisi et al., 2019).

## **CONCLUSION**

The Pujon Kidul Tourism Village is an appropriate and inspiring image that emphasizes that a far-sighted vision, and big aspirations to bring about change for the better will be able to overcome all the limitations of an entity if there are functions, values, and leadership activities that work effectively. All the limitations that Pujon Kidul Village has, as are generally the limitations that other villages also have, have not dampened the determination of the pioneers and a group of Pujon Kidul Village residents to set an agenda for change in Pujon Kidul Village. Limitations in the quality of Human Resources, budget, and so on, were successfully overcome one by one. The role of leadership in the success of Pujon Kidul Village in its agenda for change is felt very clearly through the strong determination and consistency carried out by the pioneers. From the idea level, efforts to convince the community regarding the idea, to execution and realizing a sustainable Tourism Village, everything is done with effective leadership.

An important note in the leadership process carried out by the pioneers in transforming Pujon Kidul Village into a Tourism Village is that in each process, the pioneers never forgot and never ignored aspects of local wisdom. The application of the values of Community Leadership, Transformational Leadership and Servant Leadership will not achieve meaningful results without prioritizing local wisdom. His real and strong leadership is even more effective because in its implementation it also accommodates well the values of local wisdom in Pujon Kidul Village.

## **Limitation and Recommendation for Further Study**

In this research, the research focus is only aimed at the importance of leadership aspects in managing tourist villages. Considering that leadership and management need to be applied flexibly, as a consequence of the different characteristics of one tourist village with another tourist village, in the future, research is needed taking different research loci, in order to explore leadership models and styles. which has been adapted to the characteristics of followers and local situations, so that it will enrich the form and elaboration of leadership styles in the field.

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