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## Village Head Leadership in Developing Village Potential

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### **Abstract:**

*The leadership of the village head was identified as the main factor in developing village potential. The village head is someone who is trusted and fulfills the status to control village potential development activities. This study describes what kind of village head leadership is needed in developing village potential. The research method used is a qualitative method with the main objective of descriptive and revealing. Namely describing the leadership of the village head in developing village potential and revealing what aspects of leadership are needed in developing village potential. The results of the study reveal that the village head as a leader at the village level has an important role in developing village potential. The potential of the village in question includes natural resources, human resources, artificial & development resources, and socio-cultural resources. Therefore, this study found that there are several aspects of village head leadership that are needed in developing village potential, namely capability, acceptability, compatibility, and entrepreneurship. In addition, the results of the study also found that indicators of capability, acceptability, compatibility, and entrepreneurship determine and demonstrate the ability of a leader to mobilize government organizations and community groups in developing village potential.*

**Keywords:** Leadership, village head, village potential development

### **1. Introduction**

The village government is organized by the village head or what is called by another name in accordance with regional wisdom. The village head has the task of administering village government, carrying out village development, developing village communities, and empowering village communities (Indonesia 2014). Therefore, a village head is authorized to develop village potential as a form of village income source and prosper the village community.

The leadership of the village head is an important factor in developing village potential. The development of village potential is the obligation of the village head in improving the welfare of the village community. So far, the village is identical with the potential of natural resources, socio-cultural resources, and human resources. In realizing the welfare of the village community, the various potentials possessed by the village are only a possibility, where the potential possessed does not automatically guarantee to realize the welfare of the community.

The potential of the village that is owned is very dependent on the ability to manage it. This is where the leadership of the village head is needed in developing the village's potential. Village potential is an opportunity as well as a challenge for the leadership of the village head. Village heads are required to work hard, earnestly (commitment) and work smart in capturing all potentials to create prosperity for their citizens.

So the dynamic village government does not happen on a spot. This is determined by the intentions and ambitions of the leadership to ensure the survival of the community in managing village potential. Specifically, dynamic leaders think differently by articulating ideas, appreciating and supporting and transforming existing resources into organizational capabilities (NEO and CHEN 2007). The leadership of the village head in developing village potential requires a sustainable concept, so the concept of dynamic capability is basically present to avoid and overcome dynamic situations in order to achieve organizational goals (Muslim 2019).

Village potential is all natural resources and human resources that exist and are stored in the village. All of these resources can be utilized for the survival and development of the village. Village potential is divided into two, namely physical potential and non-physical potential (Bawono and Setyadi 2019). Villages in Indonesia have various potentials, ranging from the potential of natural resources, human resources, socio-cultural resources, and artificial and development resources. In general, based on empirical facts, villages in Indonesia still have a lot of potential that has not been optimized

for development progress. Village progress will determine the success of national development, developed country villages are also developed.

Effective leaders must start with results or deliver real value. Leadership is about who we are, what we do, and what we know and give from a leadership process (Ulrich and Smallwood 2012). The leadership of the village head is expected to be able to provide real value for the sustainability of village development by utilizing village potential. The track record of the village head's leadership consisting of experience, education, skills, ethics or conscience and the election process is very important as a capital for developing village potential.

The Village Head is in charge of administering Village Government, implementing Village Development, developing Village community, and empowering Village communities. The village government is the village head and village officials. The village head is practically elected by the village community, who has the obligation to develop the village's potential for the welfare of the community. It should be understood that the success of village governance is strongly influenced by the commitment of the village head as a leader at the village level (Indonesia 2014).

The development of village potential to realize community welfare in fact found several basic problems. These problems were identified from the leadership of the village head, namely: 1) The commitment of the village head to develop village potential is still low, 2) the administration of village government is only routine and there is no development, 3) there is no courage to innovate in governance, and 4) the village government network has not been utilized in developing village potential.

It is undeniable that the leadership of the village head is an important factor in developing village potential. The village head is the main driver in ensuring village progress. Interesting to study at the current village government level is related to the leadership of the village head in developing village potential, by looking at the leadership of the village head who has actually been able to develop village potential as a competitiveness for the welfare of the village community. Based on this, researchers are interested in conducting scientific research with the title: village head leadership in developing village potential.

Several studies have been made related to leadership, the study conducted by Avolio and William L. Gardner (2005) looks more at the development of authentic leadership in getting to the root of positive forms of leadership. The components of authentic leadership development consist of; Positive psychological capital, Positive moral perspective, Leader self-awareness, Leader self-regulation, Leadership processes/behaviors, Follower self-awareness/regulation, Follower development, Organizational context, Veritable and sustained performance beyond expectations. This study concludes that authentic leadership can have a positive impact on sustainable performance, so further research is needed (Avolio and Gardner 2005). Then a study conducted by Avolio & Gardner (2005) on leadership development and leadership effectiveness. This study concludes that leadership development is an ongoing process that should not be limited by training, formal instruction on professional skills, job functions. To be truly effective, leadership development must include a global perspective. Systematically driven leadership development initiatives usually lead to improved leadership capabilities and organizational performance (Avolio and Gardner 2005).

Next, Kusnadi (2015) conducted research on the influence of the leadership of the village head on the effectiveness of the use of ADD in West Bandung Regency, West Java Province. This research is motivated by the phenomenon of the ineffective use of ADD in Bandung Regency. By borrowing Covey (2005) that the magnitude of the influence of the leadership of the Village Head on the effectiveness of the use of ADD is determined by: (1) vision; (2) discipline; (3) passion; and (4) conscience. The results of the research conducted by Kusnadi concluded that the leadership of the Village Head had an effect on the effectiveness of the use of village fund allocations (Kusnadi 2015). Many variables affect the effectiveness of a leader. The results show that the ability to motivate, communicate, and build a team is a predictor of successful implementation of organizational change (Gilley, Mcmillan, and Gilley 2009). The next research looks at dynamic capabilities in leadership. The rapidly changing environment (disruptive era) demands a quick and appropriate response by leaders in every organization. Especially the public sector which currently has demands from the community (Muslim 2019).

Although there have been many studies that have been carried out related to leadership, the research with the title of village head leadership in developing village potential, can be said to be relatively new because to the researcher's knowledge there is relatively no leadership study in the village scope related to the development of village potential. Today's villages are required to be able to optimize the development of village potential for community welfare.

## 2. Literature Review

The role of the government in improving the welfare of rural communities through potential is a process of revealing how the government plays a role in increasing physical and non-physical potentials through empowering rural communities (Bawono and Setyadi 2019). The leadership theory itself is a generalization of a series of leader behaviors and their leadership concepts, by showing the historical background of the emergence of leaders and leadership, the reasons for their appearance in the crowd, their types and styles, leadership requirements and to become leaders, the main characteristics of leaders, main tasks, and professional ethics of leadership (Kartono 1983). In this study, the leadership theory in question is related to the leadership aspect that a village head should have as a leader at the village government level in developing village potential.

The efficiency and survival of the organization depends on the selection and development of future leaders. It is clear that organizations of all sizes face enormous challenges in preparing leaders who can handle organizational challenges. To be successful, organizations must be willing to invest in building leadership capabilities at all levels of the organization (Amagoh 2009). Likewise in the context or level of village government in Indonesia, where the success of the

organization and bringing the welfare of the community at the village level is largely determined by the leadership of a village head. The village head elected by the community is a form of authentic leadership (original who can be trusted). So that concretely there are several things that must be owned by the village head as a leader. Borrowing the study of Avolio and Gardner (2005) is part of getting a positive or ideal leadership (Avolio and Gardner 2005).

In essence, the village head as a government leader carries out three forms of leadership, namely, First, organizational leadership, namely leadership in the organization which includes rules, personnel, and productivity. Second, social leadership, namely leadership outside the organization which includes various communities and the business world, Third, leadership based on values. In carrying out organizational leadership and social leadership cannot be separated from the values that are recognized and developed in society. Leadership based on values can be said to include organizational leadership and social leadership, only the difference is in the aspect of caring and attention of a leader and sticking to the values that are believed.

It is interesting from the results of Santoso's publication that specifically, leadership, especially in Asian communities, is closely related to local culture. leadership in the Asian region grows with the spirit of religious backgrounds, beliefs, and social values adopted by local communities. This basis becomes a benchmark for the acceptance of a process of leadership activity. The local culture of the community becomes the basis for the concept of leadership desired by the local community (Santoso 2019). Then it can be understood that many variables affect the effectiveness of a leader. Associated with leadership effectiveness in driving change is determined by the ability to motivate, communicate, and build teams. So the ability to motivate, communicate, and build a team is a predictor of successful implementation of organizational change (Gilley, Mcmillan, and Gilley 2009).

Government leaders can have a role in sustainability leadership by engaging citizens, increasing technical expertise, mobilizing financial resources, and developing managerial capacity for sustainability. Effective administrators help address dispersed public perspectives, organizational constraints, and technical challenges in local sustainability, which can result in better organizational performance of sustainability policies (Wang, Van Wart, and Lebrede 2014). There are three things to consider regarding government leaders, namely capability, acceptability, and compatibility (Wasistiono 2003). Capabilities are a description of the ability of the leader himself, both intellectually and morally, which can be obtained from the track record of education, traces of attitudes, and behavior. The ideal leader generally comes through a long and long process, because through a track record of ability and experience to lead. So that the higher the level of leadership, the more long and convincing traces of experience are needed. Through a track record of leadership, it can be seen the ability and experience of leading an organization. Acceptability is defined as a description of the level of acceptance of followers to the presence of the leader himself. The higher the level of follower acceptance of the leader, the more the government organization will run optimally. Then compatibility is defined as the leader's ability to adapt to the policies of his higher-level orders. In addition, compatibility is also intended as the ability to accommodate policies from lower levels of government and the demands of their followers. The village head as the head of the village government who leads the implementation of village government has a role in developing village potential in order to realize community welfare. In practice the leadership of the village head carries out three types of leadership, namely organizational leadership, social leadership and leadership based on values. Therefore, there are several aspects of village head leadership that are needed in developing village potential, namely capability, acceptability, compatibility, and entrepreneurship. Village potentials that need attention include: First, natural resources that can meet the needs and desires of the village community. Second, human resources as thinkers, movers & planners. Third, artificial & development resources which include supports in the form of capital, technology, and institutions. Fourth, socio-cultural resources in the form of social capital, namely village wisdom in the form of the spirit of mutual cooperation, harmony and trust.

### 3. Method

The research design used in the research on village head leadership in developing village potential uses a qualitative approach with the main objective of being descriptive and revealing (to describe and explore), which is to clearly describe how the leadership of the village head is in developing village potential and reveal what dimensions or indicators determine leadership. village head in developing village potential. Qualitative research has distinctive characteristics, where research explains and analyzes human behavior individually, in groups and organizations, principles or beliefs, understandings or thoughts, and perceptions or assumptions related to the leadership of village heads in developing village potential.

The research was conducted in Dayun Village, Siak Regency and Sepahat Village, Bengkalis Regency. The reason for choosing the research location is because the two villages are villages that have been identified as having succeeded in developing village potential, so they need to be explored in the form of a scientific study of village head leadership in developing village potential. The scope of this research is on the leadership values needed in developing village potential. Informants who have been found in this study in order to capture, understand, and be able to answer research problems include the head of the village community empowerment service, sub-district head, village head, Head of the Village Consultative Body, Head of Community Institutions and community leaders. The informant withdrawal technique used is judgment sampling or purposive sampling. Purposive sampling was determined in this study because the informants involved in the leadership process of the village head in developing village potential were already known from the responsibility structure that was carried out. The appointed informants were taken with the consideration that the informants were directly involved and knew about the focus of the research so that the informants taken were truly relevant, competent and representative in providing the required information or data.

In this study using primary data sources and secondary data sources. primary data collection using in-depth interview (in-depth interview) and passive observation (passive observation). As for secondary data using documentation techniques and expert reports. So to get quality data, in qualitative research it is common to use data collection techniques in the form of interviews, observations, and documentation.

#### 4. Results and Discussion

Sustainability in the local context involves not only environmental practices such as energy conservation, but also policy efforts to engage communities, develop organizational capacity, and encourage widespread adoption. Sustainable leadership is the promotion of various practices, over time, by various actors from different levels of government(Wang, Van Wart, and Lebrede 2014)

The village head is a trusted person who fulfills the status and position to control village potential development activities. The village head as a government leader at the village level carries out three forms of leadership, namely organizational leadership, social leadership and leadership based on values.

##### 4.1. Capability

Capability is the same as competence, but has a broader meaning that not only has the ability and skill but is also required to have morals so as to give birth to leaders who have integrity and master their abilities from points of weakness to how to overcome them. With the capabilities possessed, it will be easier to describe a leader's vision and implement it in real life. Capabilities are basically present to avoid and overcome dynamic government situations in order to achieve organizational goals.

Furthermore, capability is defined as an organizational attitude, knowledge, skills and resources used in understanding and performing coordinated tasks important to achieve desired results(NEO and CHEN 2007). Abilities are different ways of doing things, and are developed over a relatively long period of time through a learning process. Dynamic leaders have the ability to govern with coherence in the midst of continuous change through clear strategic intent, ingenuity, active learning and seeking.

Government leadership is essentially not born by itself. As an analysis, we can study genetic and social theory, where a person will be successful in becoming a leader, if from birth he has had leadership talents, and these talents are developed through experience and educational efforts that are in accordance with environmental/ecological demands. Capabilities have the function of identifying current problems, learning from the experiences of others and developing policy responses to deal with change effectively (NEO and CHEN 2007). Village potential in the form of human resources, natural resources, socio-cultural resources and development resources based on research is largely determined by the attacking capabilities of leaders at the village level. The experience gained from the learning process is very helpful to create innovation and run the organization effectively and efficiently.

In addition to experience to mobilize existing potential, a leader at the village level requires adequate education and skills to develop existing potential. The central government's policies relating to sources of village income have made villages in Indonesia receive relatively large amounts of village finance, especially from transfer funds from the Regional Revenue and Expenditure Budget (APBD) and the State Revenue and Expenditure Budget (APBN). The existing sources of village income can be categorized into three parts, namely: Village Original Income; Transfer; and other income. Because the education and skills of a village head are very decisive in developing the potential of the existing village. Leaders who have education and skills tend to have a clear vision of development as a direction to be achieved at a certain time.

Leadership that is accompanied by ethics (conscience) will become an example of good values so that it automatically motivates the village community to make changes in development. Various village potential development activities and innovations carried out based on this research cannot be separated from the leadership capabilities of the village head.

Leadership credibility influences behavior and innovation. Leaders must understand effective leadership to create cooperation in development(Gabris, Golembiewski, and Ihrke 2001).The leadership function and its characteristics include: (1) vision; (2) discipline; (3) passion; and (4) conscience (Stephen R Covey n.d.). So that vision, discipline, passion and conscience in a leadership process can develop village potential and increase the effectiveness of village governance. Starting from capability, the leadership of the village head in the practice of developing village potential is directed at the type of transformational leadership that emphasizes trust, inspires, motivates and works with other people so that leadership is able to bring government organizations to the desired goals.

##### 4.2. Acceptability

Acceptability is the level of public acceptance of the leader as seen from the selection process and the work program offered. In developing village potential, a village head leader is needed who is accepted by the community for his leadership or presence as a leader (suitability and appropriateness), because the leader is the driving force for the development of village potential by interacting and giving influence to subordinates as organizational leaders and to the community as social leaders by adhering to respected values.

The acceptance and obedience of a leader cannot be separated from the credibility and the election process that has been carried out. Based on research, public acceptance of the leader (village head) is very high along with public awareness and the election process is carried out in a deliberation and democratic manner.

The village head as a government leader at the village level is accepted because he has the capability to develop village potential. Sustainability of community acceptance of leaders is also proven through community support for the

programs offered, especially those related to service innovations and programs for developing potential agricultural natural resources at the village level.

This research also reveals various innovations that have been successfully implemented at the village level so that the village gets various awards from various parties which cannot be separated from the acceptance of leaders by the community or the obedience of community members to leaders.

The sustainability of the acceptability aspect is also determined by the commitment of a leader (village head) to realize the vision and mission that has been formulated. Leaders at the village level realize that the difficulty they face is how to motivate the community to actively participate in every program that is run in developing village potential. The acceptability of the village head's leadership is increasingly seen as positive if he is able to display honesty, integrity, and ethics in all key decisions.

#### *4.3. Compatibility*

Compatibility is the state in which the leader is able to adapt. In developing the potential of the village, the leadership of the village head is needed who is able to adjust to the policies of the upper-level government and accommodate the demands of the community.

All activities and activities of the village head are carried out in accordance with their capacity as village heads and village leaders as a subsystem of the government system. In addition, it also carries out social activities in the context of the village as a social subsystem as a consequence of the community choosing and appointing as leaders for the community through the media of direct election of the village head.(Effendy 2009). Therefore, village heads are required to be able to adapt to policies within the framework of the system and meet the needs and demands of the community. These two things can essentially be in line if they stick to the development goals that have been set as shared goals.

Leadership development in the traditional model, with a focus on leadership in hierarchies, through command and control should be moderated with an additional focus on collaborative problem solving, working within an even structure, and encouraging behavior in new ways(Getha-Taylor and Morese 2013).

This research reveals that government leadership consists of three types of leadership, namely organizational leadership, social leadership and leadership based on values. Therefore, in developing the potential of the village, the leadership of the village head can no longer rely solely on the traditional model, where the leader only relies on a hierarchical network through command and control alone.

Leaders at the village level in developing village potential are identified as applying the first three types of leadership, organizational leadership, where organizational leadership arises because they lead an organizational unit. In this case the village head relies on managerial facilities such as authority, budget, personnel, facilities and infrastructure to move the organization. Second, social leadership. Social leadership arises because the village head leads the wider community who are not in a subordinate position. Social leadership places great emphasis on the personal qualities of the village head as a village leader. The personal quality of the village head as seen from the competent and charismatic education makes the village head able to move the village community in developing village potential. Three, Leadership based on values. In carrying out organizational leadership and social leadership cannot be separated from the values that are recognized and developed in society. The village head in developing village potential applies and develops the values of deliberation and collaboration in developing village potential.

The three types of leadership applied by the village head were identified as being able to make the village head adjust, maintain balance and sustainability in developing village potential, both related to central government policies and those related to village community demands. In the context of villages in Indonesia today, the development of village potential is a priority in order to realize community welfare, so that between central government policies and demands from the community are two mutually reinforcing things. So, this is largely determined by the leadership of the village head who is able to synergize and have a vision in developing village potential.

#### *4.4. Entrepreneurship*

Entrepreneurship is a mental attitude or mental spirit that gives more value in carrying out its duties and functions. In developing the potential of the village, the leadership spirit of the village head is oriented to the future, tends to think positively, dares to take calculated risks, is pro-active (has passion), disciplined (really respects time), has a vision and mission, dares to be responsible, holds fast. promise, full of creativity, innovation and unpretentiousness. With the entrepreneurial spirit, it is hoped that the village government can see the various opportunities and potentials of the existing village.

The village head as a leader at the village level in the present context must have an entrepreneurial spirit. Various village potentials such as community business products through the development of home industries, agriculture, animal husbandry, fisheries and natural potential without any entrepreneurial element from the leadership of the village head are difficult or even do not get significant changes in development.

Based on research, the success of village heads in developing their potential is largely determined by the entrepreneurial spirit. There is a strong correlation between the entrepreneurial spirit and the success of developing existing potential, between the entrepreneurial spirit needed and being a determinant in the success of developing village potential in the form of being oriented to the future, guided by the vision, daring to take calculated risks.

Entrepreneurial leadership is necessary for companies or organizations of all sizes to prosper and thrive. That's a challenge for leaders in creating internal ideas in encouraging the apparatus to follow up on entrepreneurial ideas. In addition, it is necessary to understand that entrepreneurial leadership cannot be separated from the ethical side (Kuratko

2007). Where a leader in this case the village head has a unique opportunity to display honesty and integrity in all key decisions.

Leadership with entrepreneurial aspects is identified as being able to improve the community's economy based on the original potential of the village. Village heads who tend to think positively, have a vision and are pro-active (have the initiative) can direct the various potentials they have, both the potential for human resources, natural resources, and socio-cultural resources. As a concrete form of leadership in this aspect, various innovations at the village level have emerged and the use of natural resources to improve the community's economy.

## 5. Conclusion

The potential of the village that is owned is very dependent on the leadership of the village head who has a strategic role in village development. It takes leadership of the village head seen from the capability, acceptability, compatibility, and entrepreneurship. In addition, the results of the study also found that indicators of capability, acceptability, compatibility, and entrepreneurship determine and demonstrate the ability of a leader to encourage initiatives, encourage self-reliance, encourage community involvement (deliberations), provide optimal services, create peace and foster a sense of justice in the life of rural communities. Thus, the leadership of the village head that meets the aspects of capability, acceptability, compatibility, and entrepreneurship indirectly creates a form of sustainable leadership.

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