

The Leadership Style in Decision Makers by Head of Sub-district as an Effort to Increase Public Participation in Development (Study in Jember Lor Village, Patrang District, Jember Regency)

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ABSTRACT

Objective: This study discusses the leadership style of the village head in decision-making as an effort to increase community participation in development in Jember Lor Village, Patrang District, Jember Regency. **Method:** Using a qualitative descriptive method, this study collected data through in-depth interviews, direct observation, and documentation. **Results:** The results show that the village head applies a democratic leadership style that allows the community to actively participate in development planning and implementation. Community participation has increased significantly in deliberations, development activities, and program proposal submissions. Greater community involvement has a positive impact on the effectiveness and quality of development programs. However, there are still challenges in increasing participation, especially from underrepresented community groups. **Novelty:** This study highlights the need for a more inclusive approach to ensure that the entire community can play an active role. The findings provide insight for regional leaders in implementing a more participatory and effective leadership style in community development.

INTRODUCTION

The Indonesian government as a whole is part of development at the central level and development at the regional level. Regional development is an integral part of the mission and vision of Indonesia's national development. As part of the central government, regions have a strategic role in driving economic growth, improving community welfare, and maintaining social and environmental stability. With synergy between central policies and implementation at the regional level, Indonesia can achieve more equitable and sustainable development.

Current development requires community participation and community participation in development, this is one of the important pillars in achieving sustainable development goals. In the context of city government, the role of the village head as a leader is very important in driving community participation. The village head's leadership style in decision making can affect the level of community participation in various development programs.

Jember Lor Village is one of the villages that is part of Patrang District, Jember Regency. Jember Lor Village is located in the heart of Jember City, which in terms of the layout of the Jember Regency government as the center of government, is in the Jember Lor Village area. This allows Jember Lor Village to be part of the government and as the face of the smallest government. In terms of hierarchy, organizing the smallest government cannot be separated from the leadership of the Jember Lor Village Head in organizing and coordinating, namely its people, economy and environment which are

good in carrying out development. This will be further explained in this study, how the Village Head's leadership style is in decision making to be able to increase community participation in development.

This study aims to analyze the leadership style of the village head in Jember Lor Village, Patrang District, Jember Regency, and its impact on community participation in development. By understanding the leadership style applied, it is hoped that more effective strategies can be found to increase community participation.

Leadership Style

According to Young in Kartono (2005, p.10), leadership is a form of domination based on personal ability that is able to encourage or invite other people to do something based on acceptance by their group, and has special skills that are appropriate for a particular situation.

According to Djanaid (2004, p.202) leadership style is a behavioral norm used by a person when someone...tries to influence the behavior of others. Leadership style is also defined as a term about How a leader is visible in the eyes of his subordinates.

Leadership style is a leader's way of influencing and directing his followers. According to Bass (1990), there are several leadership styles, including:

a. **Authoritarian Leadership**

Leaders make decisions without involving team members. This style can result in quick decisions, but often reduces team member motivation and participation.

b. **Leadership free**

This leadership is the opposite of authoritarian leadership. The leader is positioned as a symbol, leadership is carried out by giving full freedom to the person being led in making decisions, the leader only functions as an advisor.

c. **Military Leadership**

This leadership is ostentatiously military. Only the external style imitates the military style. But if you look closely, this type is very similar to the authoritarian leadership type.

d. **Democratic Leadership**

Leaders involve members in the decision-making process. This style tends to increase member participation and commitment to the decisions made.

e. **Laissez-faire Leadership**

The leader gives members complete freedom to make decisions. This style can work well in highly skilled teams, but can cause confusion if there is no clear direction.

f. **Leadership Populist**

This leadership adheres to traditional community values. This type of leadership prioritizes the life of nationalism.

g. **Administrative or executive leadership**

Administrative leadership is leadership that is able to carry out administrative tasks effectively, while leaders consist of technocrats and administrators who are able to drive the dynamics of modernization and development.

Sub-district

The definition of a sub-district based on PP No. 73 of 2005 concerning Sub-districts is the working area of a village head as a regional apparatus of a district/city within the working area of a sub-district. A sub-district is led by a village head who is under and responsible to the Regent/Mayor through the Sub-district Head. The village head is appointed by the Regent/Mayor upon the recommendation of the sub-district head from Civil Servants. A sub-district is the smallest government unit at the same level as a village.

Development

According to Siagian (1994, p.65) provides an understanding of development as "An effort or series of growth efforts and changes that are planned and carried out consciously by a nation, state and government, towards modernity in the context of nation building". According to Tikson (2005, p.24) that national development can also be interpreted as a deliberate economic, social and cultural transformation through policies and strategies towards the desired direction. Transformation in the economic structure, for example, can be seen through the increase or rapid growth of production in the industrial and service sectors, so that its contribution to national income is greater.

Community Participation

Community participation in development can be seen as a spectrum ranging from manipulation to empowerment (Arnstein, 1969). Community empowerment in the decision-making process will increase the sense of ownership and responsibility for development outcomes.

What is meant by participation is to take part inclusion public in development process, either by collecting or donating objects and money, thoughts or ideas or with energy or mutual cooperation Nitisemito (1982, p.21).

From a development perspective, Adisasmita (2006, p.42) explains that "community participation is the involvement and involvement of community members in development, including activities in planning and implementing development programs/projects carried out in the local community." In normative perspective, community participation is stated in Constitution Number 25 In 2004 concerning the National Development Planning System, in the explanation of Article 2 paragraph (4) letter d, it is explained that community participation is the involvement of the community to accommodate their interests in the process of preparing development plans.

Relationship between Leadership Style and Community Participation

An inclusive and participatory leadership style can encourage communities to be more actively involved in the development process. Previous research shows that leaders who are able to create an environment that supports participation tend to gain greater support from the community (Kirkpatrick & Locke, 1996).

RESEARCH METHOD

This study uses a qualitative descriptive method to explore in-depth information about the leadership style of the village head and its impact on community participation. Data were collected through:

a. In-depth Interview:

Conducted with village heads, village officials, and local communities to obtain diverse perspectives on leadership styles and community participation.

b. Direct Observation:

Researchers conducted observations on interactions between village heads and the community in discussion forums and development activities.

c. Documentation:

Collecting documents related to development programs and discussion notes to support data obtained from interviews and observations.

Data analysis was carried out by grouping information based on themes that emerged from interviews and observations, and comparing it with existing theories.

RESULTS AND DISCUSSION

Village Head Leadership Style

The results of the study show that the village head in Jember Lor Village applies a democratic leadership style in decision making. The village head actively involves the community in every stage of planning and implementation of development programs. Through deliberation forums, the village head provides an opportunity for the community to express opinions and suggestions. This creates an atmosphere of openness and trust between the village head and the community.

For example, in development planning in this case the community empowerment program for the development of the UMKM program, the village head held a village meeting attended by residents who own UMKM. In this forum, the community was given the opportunity to express their opinions regarding the location and type of development they wanted. The results of this meeting then became a reference in decision making, so that the community felt they had a role in the process.

Increasing Community Participation

Community participation in development has increased significantly since the implementation of this leadership style. The community feels appreciated and has a role in determining the direction of development in their village. Some indicators of increased community participation include:

a. Involvement in Deliberations:

The number of people attending the deliberation forums increased, indicating greater enthusiasm for involvement in the decision-making process. For example, in a deliberation held to plan an economic empowerment program, the number of participants doubled compared to the previous year.

b. Participation in Development Activities:

The community is not only present in the deliberations, but also actively participates in the physical activities of the construction. For example, during the construction of the integrated health post, residents voluntarily helped in the construction process, from digging the ground to painting the building.

c. Submission of Program Proposals:

The community is now more daring to propose development programs. In the past year, there have been more than ten program proposals submitted by the community, such as the provision of sports facilities and improvements to educational facilities, religious facilities, green park spaces, reading parks, burial facilities and so on.

Impact of Leadership Style on Program Quality

Democratic leadership style not only increases participation, but also has a positive effect on the quality of development programs. By involving the community, the village head can identify more precise needs and priorities. For example, in a community culture development program involving the tourism office, registration of community culture to the tourism office so that the culture of the Jember Lor village community can be preserved and can play a role in every entertainment action for the community. As a result, the preservation of culture in Jember Lor Village can be enjoyed by the general public and children and grandchildren.

Challenges in Increasing Participation

Despite the increase in participation, challenges remain. Some people are hesitant to speak in public, so a more personal approach is needed to encourage them to participate. In addition, efforts need to be made to reach out to underrepresented groups, such as women and youth, so that their voices are heard in decision-making processes.

CONCLUSION

Fundamental Finding : The democratic leadership style of the village head in Jember Lor Village has proven effective in increasing community participation in development. Through active community involvement in decision-making, development programs can be more in line with the needs and expectations of the community.

Implication : This study is expected to provide insight for other village leaders in implementing an inclusive and participatory leadership style, suggesting that democratic approaches can serve as a valuable model for enhancing the relevance and success of local development initiatives. **Limitation :** However, challenges in increasing participation still need to be overcome so that all levels of society can be maximally involved. This indicates that while the leadership style is effective, barriers to full engagement across diverse social groups remain. **Future Research :** Further studies could explore the specific factors that hinder participation among certain community segments, offering strategies to enhance inclusivity and ensure that democratic leadership practices can engage the widest possible spectrum of stakeholders.

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