

Transformational Leadership and Catalytic Collaboration in Village Development: Study in Pesanggrahan, Kutorejo, Mojokerto

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ABSTRACT

After the implementation of UU Desa No. 6/2014, villages are now transformed with various authorities, so that villages are required to be able to manage their village potential for the greatest welfare of the community. In addition, the central government's push for the implementation of the SDGs Desa means that villages must focus on the total development of their communities. One of the fundamental aspects that must be owned by the village in order to encourage village development based on village potential is the leadership ability of the village head in managing existing resources. This is the case in Pesanggrahan Village, Kutorejo Subdistrict, Mojokerto Regency, which is a buffer zone for the Ngoro Industrial Park Mojokerto and the Pacet, Tretes and Trawas tourism areas. Not only that, Pesanggrahan Village also has historical and cultural ties that are deeply rooted since the Majapahit Kingdom era. From these 2 (two) things, the Pesanggrahan Village Head is able to encourage fundamental transformations in the community in the context of village development which is not only based on improving the welfare of the community but there are efforts to maintain the customs and culture that exist in Pesanggrahan Village amid the influence of outside culture caused by the current industrialisation that is growing so rapidly in the midst of the Pesanggrahan Village community. This article is the result of research using qualitative methods, looking at how the transformational leadership model of the Pesanggrahan Village Head, Kutorejo District, Mojokerto Regency and also the collaboration taken in an effort to accelerate village development. This article uses two approaches to analyse the transformational leadership model of Pesanggrahan Village Head and the ability to build catalytic collaboration. So that this article can later contribute as one of the references for models that can be developed to encourage accelerated village development based on their potential. Because so far, the fundamental problem in the village is that the government and the village head are less able to find the potential of the village which can then be managed for the greatest welfare of the people in the village.

Keywords: *Transformational Leadership; Catalytic Collaboration; Village; Village Potential; Village Government; SDGs Desa*

INTRODUCTION

Villages now have considerable authority since the implementation of UU No. 6/2014 on Villages. The enactment of UU No. 6 of 2014 also provides great enthusiasm and authority for villages to develop their existing potential. In line with the spirit of UU No. 6 of 2014, villages are encouraged to be able to develop various innovations in managing village potential in order to improve the welfare and independence of the community.

As mandated in UU No. 6 of 2014, there are at least five important things about community development, including: First, encouraging initiatives, movements, and participation of village communities to develop village potential and assets for common welfare; Second, forming a professional, efficient and effective, open, and responsible village government; Third, improving public services for villagers to accelerate the realization of public welfare; Fourth, increasing the socio-cultural resilience of village communities in order to realize village communities that are able to maintain social unity as part of national resilience; Fifth, strengthening village communities as subjects of development (Bintoro Wardiyanto, 2014).

So far, villages have been understood as an area of legal unity where a community with the power (authority) to organize self-government resides. (Soetardjo, 1984: 16; Wiradi, 1988). From a formal juridical aspect, the existence of villages is recognized in UU No. 32/2004 on Regional Government in conjunction with Government Regulation No. 72/2005 on Villages. A village is defined as a legal community with territorial boundaries that has the authority to regulate and manage the interests of the local community based on local origins and customs that are recognized and respected within the system of governance of the Unitary State of the Republic of Indonesia.

Since the establishment of this country, villages have played a central role in many ways. Although defined as the smallest regional unit in the Indonesian government system, villages have a very strategic role in the implementation of national development. In 2014, a milestone in the direction of village development and independence was reached through the enactment of UU No. 6/2014. The existence of UU No. 6/2014 shows the process of restoring the State's trust in the village, which has only been the object of development from the central and regional governments. With the principle of recognition and the principle of subsidiarity, which are concrete and fundamental efforts in realizing village independence, this gives great enthusiasm and authority to the village to develop its potential. UU No. 6/2014 on Villages also constructs village authority in Article 18, which includes authority in the field of organizing village governance, implementing village development, fostering village communities, and empowering village communities based on community initiatives, rights of origin, and village customs. Article 19 states that village authority includes: a. authority based on the right of origin; b. village-scale local authority; c. authority assigned by the Government, Provincial Government, or Regency/City Government; and d. other authority assigned by the Government, Provincial Government, or Regency/City Government in accordance with the provisions of laws and regulations. (Kushandajani, 2015).

After the implementation of UU No. 6/2014, villages are no longer a subdivision of the regency government; they are now self-governing communities. Whereas in the past the principles were decentralization and residuality, now the principles of recognition and subsidiarity apply. These two principles provide a mandate as well as limited and strategic authority to the village to regulate and manage its own affairs. Grounding the meaning of the village as a subject after the Village Law is not an easy thing to do (Sutoro,

2014). A Village development is seen in terms of the meaning of village development. In this context, village development is different from village development (Chambers, 1988). Although building villages means rural (inter-village) development that is outside the domain of the village, the practice so far is that the state builds villages, which is pursued by means of state intervention and imposition into the village, which actually weakens the existence of the village. If building villages means that the state is present at the front, as the main actor that builds the village, then building villages means that village development starts from behind. The state should stand behind the village to provide encouragement and support (Sutoro, 2014). The position of the village, which has been considered weak due to several things such as limited area, land area, resources owned and so on (Maschab, 2013). Such as not allowing the village to carry out development that can improve the welfare of its people. So now the village is required to further maximize existing assets and potential.

Since the implementation of UU No. 6/2014, the village government has been given a great responsibility to manage the funds properly towards a prosperous and independent village. Villages are required to continue to hone their skills and increase community participation. In addition, the village government must have the ability to explore the potential of the village. This is important because with the right assessment to explore information related to the potential of the village, the village will know the strengths and capabilities that are owned and will be developed. This is the basic capital in utilizing existing opportunities (Wahyuningsih et al., 2021).

One of the fundamental aspects that must be owned in order to manage the potential of the village is leadership. Leadership at the village government level is a key factor in optimizing village development. Many literatures state that the success of an institution, both public and private institutions, both at the central and regional levels, is largely determined by the ability of a leader to provide encouragement to his apparatus to work optimally to achieve the goals of the institution (Alaslan, 2020). The role of the leader is very important in an institution in providing instructions, directions and motivation to its apparatus to be able to carry out various instructions and directions in the form of actions for organizational development. Many thinkers in politics and government provide various types or styles of leadership that have been applied or will be applied by a leader in an institution. Each leadership style certainly has its weaknesses and advantages. The ideal leadership style is certainly based on a situation or condition by considering various existing factors both employee conditions and the external environment of the institution. This is in line with the opinion of Koontz, O'Donnell & Wehrich (1990) saying that situational factors that influence a leader are the work being handled, the organizational environment, and the characteristics of the people they face. Each leadership style has its own advantages and disadvantages (Alaslan, 2020). Based on its geographical location, Pesanggrahan Village is a very strategic village because it is located in the buffer zone of the Industrial Park (Ngoro Industrial Park Mojokerto) and the tourist areas of Pacet, Tretes and Trawas, Mojokerto. Surely the geographical location of Pesanggrahan Village brings enormous benefits to the community. Not only that, Pesanggrahan Village has a history and culture that is so

embedded in the lives of its people. Referring to the strategic and historical potential possessed by Pesanggrahan Village as an industrial and tourism buffer village area, accelerated development needs to be carried out by the Pesanggrahan Village Government, Kutorejo District, Mojokerto Regency. Village development that is not only based on improving the welfare of the community but also efforts to maintain the customs and culture that exist in Pesanggrahan Village amid the influence of outside cultures caused by the current industrialization that is growing so rapidly in the midst of the Pesanggrahan Village community. This condition was then observed by Mohammad Afif, the Head of Pesanggrahan Village, Kutorejo Subdistrict, Mojokerto Regency to carry out transformation processes in his village. The Pesanggrahan Village Head has succeeded in changing the mindset of the community to maintain the customs and culture that have been deeply rooted in Pesanggrahan Village even though they are also open to economic activities that have an impact due to industrialization. Not only that, the Pesanggrahan Village Head is also considered capable of embracing all stakeholders in the village, especially the private sector in Pesanggrahan Village, to contribute to village development.

Based on the 2 (two) ways and approaches taken by the village head, both from the aspect of leadership and his ability to orchestrate other actors in the village into a good catalyst collaboration, it is considered to be one of the models that can be developed to encourage accelerated village development based on village potential. So far, the fundamental problem in the village is that the government and the village head are stuttering in finding the potential of the village which can then be managed for the greatest welfare of the people in the village. The leadership model is expected to be one of the alternative leadership models that can encourage accelerated development in the village. Thus, from this paper we will obtain an overview and model of transformational leadership of the Pesanggrahan Village Head, Kutorejo Subdistrict, Mojokerto Regency and also the collaboration taken in an effort to accelerate village development. Of course, the research results listed in this article will provide insight and scientific treasures or new perspectives, especially in the focus of political leadership that can be adopted at the global, national and local levels.

METHODS

This article is the result of research that uses qualitative methods with data collection techniques through observation, interviews, documentation and Focus Group Discussions. The purpose of descriptive research in this study is to see how the role of leadership and collaboration taken with various sectors in order to encourage the acceleration of village development based on the potential of Pesanggrahan Village, Kutorejo District, Mojokerto Regency. The results of this research have gone through the stages of data analysis using the interactive model method from Miles and Huberman. The first stage of this data analysis technique is data collection obtained from observation, interviews, and documentation. Next is data reduction, where the data that has been collected is then selected data that is in accordance with the focus under study. Next is the presentation of data, where the information that has been

obtained can be presented in the form of narrative text (Miles et al., 2019). Finally, drawing conclusions and verifying data to answer the problem formulation in this study.

RESULT AND DISCUSSION

In this result and discussion section, the author starts with the theoretical framework used in the preparation of the article. First, the author sees that leadership plays a very strategic role in an organization. Werren and Burt (2006) consider that the ability of a leader to change the work environment, work motivation illustrates that leadership is a very important force behind the power of various organizations, including bureaucracy and that to create an effective organization, the scope of work is about what they can achieve, then mobilize the organization to change towards the new vision (Nanus, 2006). It is undeniable that the success of an organization is largely determined by the leadership factor.

Transformational leadership leads to the process of building a commitment to organizational goals and giving followers the confidence to achieve these goals. Transformational leadership theory studies how leaders change organizational culture and organize organizational structures and carry out management strategies to achieve organizational goals (Handayani et al., 2023).

Transformational leadership is defined as a work pattern and work values applied to subordinates so that employees can improve and optimize their work performance to achieve the goals of an organization (Handayani et al., 2023). Transformational leadership seeks to transform the values followed by subordinates in supporting the vision and mission of the organization (Sofiah Sinaga et al., 2021). Based on some of the descriptions above, we can conclude that transformational leadership is a leadership process that brings change through a clear vision, and involves subordinates in every activity, as well as a charismatic attitude as an approach between leaders and followers.

Transformational leadership was first proposed by James McGregor Burns. In relation to transformational leadership, Bernard Bass (Stone et al, 2004) says that "transformational leaders change the personal values of their followers to support the vision and goals of the organisation by fostering an environment in which relationships can be formed and by creating a climate of trust in which the vision can be shared". In addition, operationally, Bernard Bass (2006) defines transformational leadership as follows: "Leadership and performance that exceeds expectations" (Bass et al., 2006). While Tracy and Hinkin (Gill et al, 2010) interpret transformational leadership as follows: "The process of influencing major changes in the attitudes and assumptions of organizational members and building commitment to the mission or goals of the organization" (Hyland & Reeves, 2018).

Thus, the term transformational leadership comes from the word to transform, which means to transform or change something into another different form. A transformational leader must be able to optimally transform organizational resources in

order to achieve meaningful goals in accordance with predetermined targets. The resources are human resources, facilities, funds, and external factors of the organization. The indicators of transformational leadership are: reformers, giving examples, encouraging subordinate performance, harmonizing the work environment, empowering subordinates, acting on the value system, improving abilities continuously, and being able to deal with complex situations (Shalahuddin, 2016).

In an effort to build sustainable innovation, the approaches that leaders must use must be more complete. One approach that can equip a leader to face this complex challenge is catalytic collaboration. Catalytic collaboration is a new approach in shaping social/economic transformation with the aim of helping various organizations to work together on goals greater than the goals of each organization. In its application, catalytic collaboration has four main components, namely prioritizing learning, applying systematic ways of thinking and acting, opening up the greatest possible access to shared assets/information, and building long-term relationships that are diverse and transformational (Juhro et al., 2021).

Catalytic collaboration is relevant because the issues that arise are increasingly complex. Catalytic collaboration is crucial to implement because solving problems in a biased way is less effective. Catalytic collaboration also has the potential to unify the amount of economic growth that occurs in the regions so as to increase national economic development, even globally. In addition, a study conducted by Zohdy et al. (2016) in Stanford Social Innovation Review shows that the impact generated by catalytic collaboration is long-term and sustainable. The study also states that this approach has great potential to solve social problems (Juhro et al., 2021).

In the context of village governance, after the implementation of UU No. 6/2012, the central government has given the village government a great deal of authority to manage its budget for the welfare of the village community. Villages are now required to continue to hone their skills and increase community participation in various development and empowerment activities in the village. In addition, the village government must have the ability to explore the potential of the village. This is important because with the right assessment to explore information related to the potential of the village, the village will know the strengths and capabilities that are owned and will be developed. This is the basic capital in utilizing existing opportunities.

One of the villages in Mojokerto district that is considered successful in managing the potential of the village is Pesanggrahan Village, Kutorejo District. Pesanggrahan Village is one of the villages in Kutorejo Subdistrict, Mojokerto Regency, where the majority of the people work in agriculture and trade with the character of the community according to eastern customs, namely polite, ethical and religious, the population continues to grow from year to year so that it is a very densely populated area with varying levels of education ranging from elementary school graduates to universities, the level of public health in Pesanggrahan Village is quite good because it is supported by adequate facilities and infrastructure and high public awareness about the meaning of health. The

distance from Pesanggrahan Village to the capital of Kutorejo Subdistrict is relatively close, which affects the pattern and behavior of the village community. Pesanggrahan Village consists of 5 Dusun, namely Dusun Ketidur, Mojojejer, Jatisari, Ngudi, and Jowinong, which have different customs and traditions. (Pemerintah Desa Pesanggrahan, Kecamatan Kutorejo, 2020).

Pesanggrahan Village is strategically located because it is near an industrial area (Ngoro Industrial Park Mojokerto) and the tourist areas of Pacet, Tretes, and Trawas in Mojokerto. The location of Pesanggrahan Village clearly provides many benefits for the community. In addition, the history and culture of Pesanggrahan Village are deeply embedded in the community. This area is still a savanna with many very large trees since the 16th century. Since the 16th century, this area was still a savanna with some very large trees. The community leaders at that time ordered several people to cut down the trees and clear the savanna in order to establish a place of worship (mosque) as a means of preaching Islam. With very hard work, finally there was a building of a place of worship (Mosque) made of teak wood with a roof of thatched leaves. After the completion of the mosque construction work, suddenly there was a very heavy rain that caused a flood. The community leader then rushed to the mosque to sound the *tedhor* (a drum that is beaten repeatedly), as a sign that a flood had occurred and signaled other people to gather at the mosque to save themselves. When the flood subsided, the community leader said he would name the neighborhood Ketidur, because he had previously sounded the *tedhor*. Over time, Ketidur Village became a bustling desa and was known as the center of Islamic propagation for the surrounding community.

Many traders settled in Ketidur because it was a very strategic village for agriculture and trade, considering that Ketidur Village was located between Mojosari and Pacet. With the increasing trade between cities at that time, Ketidur Village was a stopover place (Pesanggrahan) for traders from mountainous areas to urban areas. Likewise, the *pungawa* of the Mojopahit kingdom often rested (*bersanggrah*) in the area around the three intersections in this village. Because Ketidur Village is often used as a resting place, it is known as Pesanggrahan Village. In connection with the recognition of Ketidur Village as Pesanggrahan Village, during the administration of the Village Head Mr. H. Soleh Yusuf, the Ketidur community through village deliberations agreed to propose a change in the name of Ketidur Village to Pesanggrahan Village. Finally, the East Java Governor's Decree No. 141 of 1993 was issued to change the name of Ketidur Village to Pesanggrahan Village (Pemerintah Desa Pesanggrahan, Kecamatan Kutorejo, 2020).

When referring to the strategic and historical potential of Pesanggrahan Village as an industrial and tourism buffer village area, accelerated development needs to be carried out by the Pesanggrahan Village Government, Kutorejo District, Mojokerto Regency. Village development that is not only based on improving the welfare of the community but also efforts to maintain the customs and culture that exist in Pesanggrahan Village amid the influence of outside cultures caused by the current industrialization that is growing so rapidly in the midst of the Pesanggrahan Village community. This condition was then observed by Mohammad Afif, the Head of Pesanggrahan Village, Kutorejo

Subdistrict, Mojokerto Regency to carry out transformation processes in his village. The Pesanggarahan Village Head has succeeded in changing the mindset of the community to maintain the customs and culture that have been deeply rooted in Pesanggarahan Village even though they are also open to economic activities that have an impact due to industrialization. Not only that, the Pesanggarahan Village Head is also considered capable of embracing all stakeholders in the village, especially the private sector in Pesanggarahan Village, to contribute to village development.

This phenomenon indicates that there is a leadership model or style applied by the Head of Pesanggarahan Village, Kutorejo Subdistrict, Mojokerto Regency in an interesting definition of leadership made by Laurie J. Mullins in his book entitled *Management and Organizational Behaviour*. Mullins (2013) states the following definition: “Leadership is about getting people to do willingly, that which their instincts teach them not to do”. This definition is interesting because it implies how powerful the role of a leader is. He or she will be able to get others to do whatever they previously did not want to do (instinctively) (Laurie Mullins, 2016). In addition, the success of building village innovations in Pesanggarahan Village, Kutorejo District, Mojokerto Regency, which is managed collaboratively, certainly cannot be separated from the charismatic side and personal approach taken by the Village Head. This is in line with the concept of transformational leadership, which is a type of leadership that pays more attention to charismatic and affective elements of leadership (Nurcholis, 2011). The popularity of transformational leadership may be due to its emphasis on intrinsic motivation and development by followers by matching organizational needs, being inspired and empowered to achieve success (Juhro, 2018).

In an effort to build sustainable innovation, the approach that a leader must use must be more complete. One approach that can equip a leader to face this complex challenge is catalytic collaboration. Catalytic collaboration is a new approach in shaping social/economic transformation with the aim of helping various organizations to work together in a goal greater than the goals of each organization. In its implementation, catalytic collaboration has four main components, namely prioritizing learning, applying systematic ways of thinking and acting, opening up as much access as possible to shared assets/information, and building long-term relationships that are diverse and transformational in nature (Juhro, 2018). Catalytic collaboration is relevant because the issues that arise are increasingly complex. Catalytic collaboration is crucial to implement because solving problems in a biased way is less effective. Catalytic collaboration also has the potential to unify the amount of economic growth that occurs in the regions so as to increase national economic development, even globally. In addition, a study conducted by Zohdy et al. (2016) in *Stanford Social Innovation Review* shows that the impact generated by catalytic collaboration is long-term and sustainable. The study also states that the approach has great potential to solve social problems (Juhro, 2018).

CONCLUSION

The success of Pesanggrahan Village in optimizing the potential in the village for the benefit of the village community without leaving the original customs and culture in the village is the result of the strength and characteristics of the Leadership of the Pesanggrahan Village Head, Kutorejo District, Mojokerto Regency, which can be categorized as a transformational leader. With a humanist and transformative approach, the Village Head is able to encourage changes in the mindset of the community in the industrial buffer village area that have an impact on the economy and community welfare. In addition, the Pesanggrahan Village Head is able to encourage fundamental transformations based on catalytic collaboration with various existing actors such as the corporate sector, communities, media and even universities. Thus, through the methods and approaches taken by the Village Head, both from the aspect of transformational leadership and his ability to orchestrate other actors in the village into a good catalyst collaboration for village development. Village development in Pesanggrahan Village is not only based on improving the welfare of the community, but there are efforts to maintain the customs and culture that exist in Pesanggrahan Village amid the influence of outside cultures caused by the current industrialization that is growing so rapidly in the midst of society.

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