Interconnectivity of Leadership: An Analysis of the Synergistic Role of Village Leadership in Education Development

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ABSTRACT

The study focuses on investigating the relationship between leadership functions and employee performance, specifically addressing the issue of employee arrogance. The researcher employed qualitative research methods, utilizing purposive sampling to select suitable respondents. The study collected primary data through interviews, observations, and documentation, supplemented by secondary data. The researcher served as the main instrument, employing interview guidelines and recording field notes for data collection. The data analysis followed Miles & Huberman's approach, involving data reduction, data display, and conclusion drawing. The findings of the research indicate that effective leadership functions play a vital role in reducing employee arrogance. These leadership functions encompass instructive, consultative, participative, delegative, and controlling functions. The study also highlights the leadership's assertiveness in decision-making to fulfill employees' core tasks and functions, emphasizing the importance of monthly socialization methods. Additionally, factors such as work motivation, education, and work experience of employees were found to contribute to reducing arrogance. On the other hand, inhibiting factors include the lack of adequate facilities and infrastructure that support a comfortable work environment. Overall, these factors significantly impact employee attitudes, work discipline, and overall performance.

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INTRODUCTION

The ongoing regional autonomy in Indonesia has logical consequences for regional governments. This relates to Law Number 23 of 2014 concerning Regional Government, which mandates that every public organization possess qualified (Kurzinski et al., 2022; Prasetyo & Fadhillah, 2022). This regulation supports the government's agenda for achieving national development. Development is a planned series of growth and changes implemented by a country's government aimed at modernity within the context of nation-building (Arjanto et al., 2023). However, Indonesia currently needs help in development. One of the primary causes is the low quality and capability of human resources to fulfil their tasks and functions across governance, development, and society (Abe & Abe, 2023; Mohiuddin, 2018).

Leadership is crucial in mobilizing and directing efforts toward desired goals in any organization. Leaders must understand the diverse behaviours of their subordinates (Marquardt, 2000). The function of leadership is a social phenomenon that must manifest in the interactions between individuals within the social context of a group or organization (Goodall, 2018). Leaders are responsible for guiding, directing, mentoring, building, and motivating their followers to achieve desired goals by setting timelines and plans (Kurzinski et al., 2022; Muadin et al., 2022).

The role of leadership in fostering educational development has gained significant attention in recent years, particularly within rural communities (Michalos, 2014; Santika et al., 2019; Suhaila & Kurnia, 2023). In Indonesia, where villages, or "kampungs," are integral to the social and cultural fabric of society, the leadership dynamics at the village level play a critical role in shaping educational outcomes (Abbas et al., 2022; Riska, 2018). Effective village leadership is essential for community governance and catalyzes educational advancement (Susilowati & Suparyono, 2016). This article explores the interconnectivity of leadership and education, focusing on the synergistic relationships that emerge when village leaders actively engage in educational initiatives.

As rural areas often face unique challenges—such as limited access to educational resources, low levels of educational attainment, and socio-economic constraints—village leaders are uniquely positioned to address these issues. Their influence extends beyond administrative duties; they are pivotal in mobilizing community support, fostering partnerships with educational institutions, and advocating for policies that enhance educational opportunities (Dyllick, 2015; Thrower et al., 2024). Through an analysis of the leadership roles within village governance, this study aims to highlight how effective leadership can create a conducive environment for educational development, ultimately benefiting the entire community (Medvec et al., 2023; Novita et al., 2022).

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This Study examines the collaborative efforts between village leaders, educators, and community members, emphasizing the importance of participatory approaches in educational initiatives. By understanding the interconnections between leadership styles, community engagement, and educational outcomes, this article contributes to a deeper comprehension of how village leadership can drive sustainable development in education. The findings will provide valuable insights for policymakers, educators, and community leaders seeking to enhance educational frameworks in rural settings.

The development of villages, referred to as "kampung" in Indonesia, is crucial for achieving balanced national progress. Villages are characterized by small populations, strong kinship ties, and a predominance of agricultural work, often coupled with low education levels. These factors present significant challenges for development, highlighting the need for targeted human resource improvements. The administrative structure of villages, which consists of multiple hamlets operating autonomously, facilitates better governance and service delivery, essential for addressing the unique needs of rural communities.

A case study of Sekeladi Hilir Village exemplifies the positive impact of administrative restructuring on local governance and public services. Following its division in 2008, the village was able to enhance community services and governance efficiency, demonstrating the effectiveness of localized management. The demographic data, indicating a population of 2,177 individuals over an area of 90 km², underscores the importance of tailored development strategies that consider local characteristics. Thus, fostering education and improving human resources in these areas are vital for sustainable development and the overall advancement of the nation.

METHODS

The research is a quantitative descriptive survey. The research location is selected in Tanah Putih Subdistrict, Rokan Hilir Regency. The informants for this research are the village heads of Sekeladi Hilir in Tanah Putih Subdistrict. The reason for choosing this research location is that Sekeladi Hilir is an expansion area of Sekeladi in Tanah Putih Subdistrict, Rokan Hilir Regency. Sekeladi Hilir was established in 2008 and has undergone one village head selection process. However, in reality, the leadership function has not been running as expected by the central government and the community. The population and sample in this research are the village community. The population in this study is all the apparatus of the village and the community (KK) in Sekeladi Hilir. The sampling technique used is purposive sampling, which is 20% of the population of the community in each hamlet. The elements of the community in this research include the BPK Management, LPM Management, Karang Taruna Management, PKK Management, Youth Organization Management, Hamlet Heads, RW (neighborhood) Chairpersons, RT (residential area) Chairpersons, Religious

Figures, Community Figures, and other community members in the two hamlets in Sekeladi Hilir. The sample of village apparatus consists of 14 respondents, while the community (KK) sample consists of 126 respondents. Therefore, the total number of respondents in this research is 140 respondents.

LITERATURE STUDY

Leaders play a crucial role in organizations, with the task of understanding and managing subordinates, motivating and encouraging them to work hard (Sugiarto, 2023). Good and effective leadership builds a strong culture and achieves success. The definition of leadership may vary, but fundamentally, a leader is someone who has skills and expertise in a particular field, capable of influencing others to achieve common goals (deBettencourt et al., 2016; Solahudin, 2008). Leaders also act as creators, planners, representatives of the group, and experts. Leadership involves a strong influence on individuals within a group or organization. Leaders have the power and authority to direct their subordinates in achieving goals (Nora, 2022).

Leadership plays a strategic role in organizations and nations, necessary for achieving success. Leaders are involved in profound changes, both in themselves and in the organization. They have tasks such as education, guidance, and mentoring to achieve predetermined goals. Leadership involves social interactions that influence a person's activities towards others in a group or organization. The unequal distribution of power between the leader and group members is also part of leadership.

As leaders, it is important for them to have competence, moral integrity, and high personal ethics. They must be role models for their followers in building the organization. The leadership style used can vary depending on the situation and the desired goals. Leaders must be able to adapt their ways, techniques, or leadership styles to effectively influence their followers or subordinates. In conclusion, leaders play a crucial role in achieving organizational goals through their influence, competence, and ability to direct and motivate others.

The Leadership type can be grouped into three categories: charismatic leadership, transactional leadership, and transformational leadership. Charismatic leadership is the ability to influence followers based on supernatural talents and captivating powers. Charismatic leaders have characteristics such as self-confidence, a clear vision, the ability to articulate the vision effectively, strong belief in the vision, behavior that goes beyond the rules, being seen as a change agent, and sensitivity to the environment (Conger, 2015).

Transactional leadership is a leader who introduces what is desired or respected by their followers and helps them achieve performance that results in satisfying rewards. Transactional leaders have characteristics such as contingent rewards, management by exception (active and passive), and laissez-faire attitude that delegates responsibility (Kurnia & Prasetyo, 2024).

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Transformational leadership is the ability to inspire and motivate followers to achieve outcomes that exceed original expectations and for internal rewards. Transformational leaders have characteristics such as charisma, inspiration, intellectual stimulation, and individualized consideration (Brown, 2018; Young & Crow, 2016). Leadership functions are also essential for a leader to perform. Leadership functions can be divided into two dimensions: the ability to direct in the actions of the leader and the level of support or involvement of the people being led in carrying out group or organizational tasks. Operationally, leadership functions can be distinguished into five main functions: instruction function involving one-way communication, directing function, supervisory function, motivation function, and development function (Suwarni, 2022).

The functions of leadership are also important for a leader to carry out. The functions of leadership can be differentiated into two dimensions: the ability to direct in the action of leader activities and the level of support or involvement of the people being led in carrying out group or organizational tasks. Operationally, the functions of leadership can be divided into five main functions: the instructional function involving one-way communication, the directive function, the supervisory function, the motivational function, and the developmental function.

Leadership has integral functions that need to be performed. First, a leader is responsible for outlining work programs and providing clear instructions to team members. Second, a leader should strive to develop freedom of thought and expression among team members. Third, a leader needs to foster harmonious cooperation among team members. Fourth, a leader must have the ability to solve problems and make decisions in line with their respective responsibilities. Fifth, a leader should strive to develop the capabilities of team members in carrying out their responsibilities. Lastly, a leader should use supervision as a control tool.

Leadership also has several other functions. First, planning, which involves seeking information, identifying tasks, purposes, or group objectives, and creating feasible plans. Second, initiation, which includes providing guidance to the group, explaining the importance of setting goals or plans, assigning tasks, and setting group standards. Third, control, which involves maintaining relationships between groups, influencing the pace, ensuring actions taken are in line with objectives, maintaining discussion revisions, and encouraging the group to take action or make decisions. Fourth, support, which includes recognizing individuals and their contributions, providing encouragement, creating team spirit, alleviating tension with humor, and reconciling conflicts. Fifth, informing, which involves clarifying tasks and plans, providing new information, seeking information from the group, and summarizing reasonable proposals and ideas. Lastly, evaluation, which includes evaluating ideas, testing the consequences of proposed solutions, evaluating the potential of the group,

and helping the group evaluate its own performance based on existing standards (Beare et al., 2018; Caldwell & Spinks, 2021; Sykes et al., 2012).

The function of command in leadership can be explained as the leader's ability to direct and regulate the actions of subordinates through giving commands. As decision-makers, leaders determine what needs to be done, when, where, and how the commands should be executed. Leaders need to have effective communication skills to clearly convey commands and ensure proper understanding by their subordinates. Effective command implementation requires the leader's ability to motivate and mobilize subordinates to carry out the commands successfully.

The consultative function in leadership involves the participation of subordinates in the decision-making process. Leaders consult with their subordinates to obtain various perspectives, information, and considerations necessary for decision-making. By involving subordinates in the consultation process, leaders can gain stronger support and commitment in implementing decisions. Additionally, through consultation, leaders can build better relationships with their subordinates and create a participatory work climate.

The participative function in leadership refers to the leader's ability to encourage active participation of subordinates in decision-making and task implementation. Leaders create a work environment that supports collaboration, open communication, and mutual respect between the leader and subordinates. In this function, every individual in the organization has an equal opportunity to contribute and provide input. Subordinate participation can enhance motivation, engagement, and creativity in achieving organizational goals.

The delegation function in leadership involves the leader delegating authority to subordinates to make decisions and act on behalf of the leader. Leaders must be able to evaluate tasks that can be delegated to subordinates based on their abilities, skills, and responsibilities of each individual. Effective delegation requires good communication between the leader and subordinates, as well as proper monitoring to ensure that the delegated tasks are carried out effectively.

RESULT AND DISCUSSION

The Village Head is responsible for organizing the Village Government, implementing Village Development, community development in the Village, and empowering the Village community. In carrying out the duties of the Village Government, the Village Head has the authority to: lead the implementation of the Village Government, appoint and dismiss Village officials, have the authority to manage the Village's Finance and Assets, establish Village Regulations, determine the Village's Budget, and foster the community life in the Village.

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The Village Head is responsible for fostering peace and order within the village community, enhancing the village's economy, developing revenue sources, and integrating these efforts to achieve a productive-scale economy for the prosperity of the villagers. Additionally, the Village Head is tasked with promoting the social and cultural life of the community, utilizing appropriate technology, coordinating participatory village development, and representing the village in legal matters or appointing legal counsel in accordance with laws and regulations.

The village government system is structured according to the organizational framework and working procedures established for village governance. The Village Head operates under the authority and responsibility of the Regent and is appointed by the Regent based on a proposal from the Sub-District Head. The Village Head's functions and duties include implementing village governance, empowering the community, serving the public, maintaining order and security, overseeing infrastructure and public facilities, fostering community institutions, and executing other tasks assigned by leadership. The Village Head is expected to educate village officials and the community to encourage participation in governance and to promote participatory, self-reliant development through community cooperation. However, observations suggest that the leadership function of the Village Head in Sekeladi Hilir Village is not yet optimal. Therefore, the Village Head must embody the roles of both leader and organizer of the village government, possessing managerial skills and a forward-looking vision to enhance the development of Sekeladi Hilir Village in Tanah Putih Sub-District, Rokan Hilir Regency.

The Function of Leadership in the Village

The function of leadership in the village is an important factor in determining the progress of the village, which is their responsibility. However, a village chief cannot fulfill their duties and responsibilities to make the village progress without the support and participation of the community. Therefore, the leadership of the community must go hand in hand to create a conducive and harmonious atmosphere so that the goal and aspiration of improving the village can be achieved.

The function of leadership in the village greatly influences the governance process because all decisions are in the hands of the village chief. That is why the village chief plays a crucial role in the Sekeladi Hilir Village community, Tanah Putih Sub-district, Rokan Hilir Regency, in carrying out their tasks and functions, which broadly include general government duties.

Guiding the Village Community involves specific ways to guide the community to be directed and avoid confusion in carrying out tasks or assignments, especially in increasing community participation in the Sekeladi Hilir Village, Tanah Putih Sub-district, Rokan Hilir Regency.

In order to increase community participation, the village must be skilled in managing others, have initiative sensitivity, and have a positive perception and solutions to every problem, so that the effort to increase community participation can be carried out effectively.

Guiding subordinates in the form of instructions according to applicable rules. As the village chief or village leader, he serves as a role model in carrying out tasks and duties. Based on the results of observations and research conducted by the author, it can be concluded that in carrying out their tasks and functions, the leadership of the Sekeladi Hilir Village, Tanah Putih Sub-district, Rokan Hilir Regency plays a crucial role.

Active participation of village leadership is crucial for serving as effective role models in the community. The village leadership plays a significant role in preserving cultural heritage and ensuring its continuity. By actively participating, the village leadership establishes a sense of credibility and respect among community members.

One important aspect is the concept of social learning. The community looks up to the village leadership as a source of knowledge and guidance. Through active participation, the leaders can demonstrate practical examples of sustainable development practices, which can inspire and motivate community members to adopt similar approaches.

Moreover, the village leadership's involvement in development activities on the ground fosters a sense of trust and accountability. By actively engaging in these activities, leaders can gain firsthand experience and understanding of the challenges faced by the community. This enables them to provide more informed guidance and support, which ultimately enhances the effectiveness of development initiatives.

Effective communication and coordination between the village leadership and the community are also vital. Regular and transparent communication channels facilitate the exchange of information, ideas, and concerns. By maintaining open lines of communication, leaders can create a conducive environment for community participation and collaboration.

Additionally, the timing and relevance of guidance and cooperation provided by the village leadership are crucial. Understanding the diverse occupations and schedules of community members allows leaders to tailor their approach and accommodate different needs. This encourages comprehensive participation from the community, fostering a positive relationship and maximizing the potential for village development.

In summary, the active participation of village leadership, through scientific principles such as social learning, trust-building, effective communication, and tailored guidance, is essential for fostering community engagement and achieving sustainable development goals.

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CONCLUSION

In guiding the community, the village leadership provides instructions to the community regarding the field mechanisms and what is needed in terms of development, so that the tasks and functions of the village leadership can be carried out effectively. The process of directing the village community provides motivation and socio-emotional support so that the community can unleash their potential and take responsibility in activities, leading to increased community participation in development. The art of collaboration with the village community involves effective communication through meetings or gatherings to foster good cooperation and create mutual agreements. The leadership of the Sekeladi Hilir Village in Tanah Putih Sub-district, Rokan Hilir Regency, manifested through guidance, direction, and cooperation, has successfully achieved community participation in development in the Sekeladi Hilir Village of Tanah Putih Sub-district, Rokan Hilir Regency.

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Subhan Muhajir Prasetya, Rinjani Aufa

Interconnectivity of Leadership: An Analysis of the Synergistic Role of Village Leadership in Education Development   153

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