



Analysis of Leadership Style and Digital Transformation in Banyumas Villages

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Abstract. Villages are the smallest government unit in Indonesia that maintain the local traditional citizen in the rural area. The introduction of cellular telephone and internet technology are making villages digital transformation in this era cannot be avoided. This research will discuss the impact of digital transformation for village people and how the Chief of the Village could smoother the transitions through a good leadership. This is qualitative interpretive research. The sites are villages in Banyumas County in Central Java and Head of the Villages as the informants of this study. Data are collected in 2023 using Focus Group Discussion and Questionnaires. Data then analyzed using Miles and Huberman's Data Reduction method. The results shows that Banyumas Village are based on farming with cultures that characterized as collective by Hofstede's Culture classification. Hence the conditions are changing due to the massive of internet technology using handphones as the main gadgets. Chief of the Villages transformational leadership work well in managing digital transition in the villages. This type of leadership allows citizen to embrace with new technology while still maintain the origins villages' collective cultures. However, the negative side of the technology such as the individualism as well as regulate the negative impact of the technology still become burden for some villages. This is due the village leadership is chosen democratically by their citizen, that giving unpopular regulation could make them loose their voters on the next election.

Keywords: Leadership, Digital Transformation, Banyumas, Villages

1 Introduction

Villages are the smallest government unit in Indonesia that maintain the local and traditional citizen in the rural area. According to Indonesian Government Undang-undang Number 6/2014 about Village, Village Government have their autonomous way in managing their region. This autonomy is far beyond the Head of The District that administratively is their manager under Indonesian Administrative law. This law needs to be evaluated after almost 10 years implementations. The Indonesian Administrative divided into Central Government and Local Government. Central Government consist of President, Ministers, and Head of Boards or Institute. Local Government consist of Governor, Major or Regent, Head of District, and Head of Sub-District. Head of Subdistrict is in the same level with Chief of the village.

There are several differences between Head of the Sub-District and Head of the village. First, Village is traditional territory usually in Rural Area and Sub District is Administrative Territory in Urban Area. Second, Head of the village is elected directly by their citizen democratically, while Head of the Sub-District is appointed officially. Third, Head of the Village can create and manage their Village-Origins Income as well as local and central government budget, hence Head of the sub district only can manage local government budget. Such a big autonomy make it is very important to understand about Chief of the village Leadership Style. The entry requirements to be Village Government candidate is considered low education level that is Junior high school, unlike the other government official that minimum is senior high school or higher education. The other government official usually also has sufficient training in leadership as well as others management trainings. Therefore, it is also open the opportunity to know “local leadership style” from Chief of the village which never been explore by previous research.

Village is traditional community in the rural area of Indonesia. It is important to choose the sites according to the same cultural identity. This research is conducted in Banyumas. Banyumas is a subculture of Central Java which deserves to explore more [1]. Village is a traditional community with traditional leadership style of their Chief. Moreover, the digital transformation has forced the villagers to embrace with the change. The introduction of cellular telephone and internet technology are making villages digital transformation in this era cannot be avoided. This research will discuss the impact of digital transformation for village people and how the Chief of the Village could smoother the transitions through a good leadership. This is according to Philip [2] that suggested to view digital transformation using Leadership frameworks.

There are two Leadership Theory that use in this research. The theories are Transformational vs Transactional Leadership and Managerial Grid. Previous study already using these theories. Transformational leadership study for Indonesian Village Government usually is studied using quantitative method [3], [4], [5], [6]. If the study is qualitative, then it is not in the context of Banyumas Culture, such as Safaruddin et. al [7] in Gowa and Wargadinata [8] in Banyuwangi. Managerial Grid Theory of Leadership Style considered

older than transactional-Transformational Leadership; hence it is rarely use in Indonesian Organization. Kurniawan [9] using this theory to analyzed Higher Education, while Purwanto & Pramusinto [10] used in Health and Education Services. This research will differentiate with another research in several aspects. First, Analyzing Indonesian Chief of the village Leadership style using qualitative method. Second using framework of Banyumas Culture.

2. Theory

2.1 Leadership Styles

Benmira & Agboola [11] classify the Leadership style based on the era. First, Trait Era with Great Man Theory in 1840s and Trait Theories during 1930s–1940s. Second, Behavioral Era using Behavioral Theory during 1940s–1950s and Managerial Grid (early 1960s). Third, Situational Era with Contingent and Situational Theories in the 1960s. Fourth, New leadership Era using Transactional-Transformational theories starting in 1990s. There are two theories in this research, that is managerial Grid and Transformational-Transactional Leadership. Both will be discussed below.

2.1.1 Managerial Grid

Blake & Mouton [12], [13] Managerial Grid divided managerial style into four categories based on Tasks and Relationship. First, Authoritarian manager who oriented on task and strict to their subordinate. Second, Team Leader that lead with positivity and always try to creates heir work environment where the team members can achieve their highest potential. Third, Country Club manager that characterized low task and high relation that dominantly retain discipline and encourage team to achieve organizational goals. Fourth, impoverished leader that give low task and low relation or delegated and then disappearing.

2.1.2 Transactional-Transformational leadership

Transactional-transformational leadership can be seen as the two polar opposite leadership styles. Transactional leadership happen when leader giving specific incentive and motivate their subordinate using means of exchange [14]. This type of leadership tries to retain status quo and maintain organization performance but not focus on organization goals and how subordinate can increase their productivity for organization development [15].

Transformational leadership is a condition where leader working effectively inside-out to transform their organization as well as their subordinate [16]. Transformational leadership is an enhancement from transactional leadership [14]. There are 4 behaviors of transformational leadership, that are: idealized influence (or charismatic), inspirational motivation, intellectual stimulation, and individual consideration [15].

2.2 Banyumas Culture

Banyumas having different culture with Javanese mainstream. This conclusion could be seen in the cultural artifact of Banyumas that already evident in the previous research. Purwoko [17] explained that Banyumas having their own language, local music instrument, as well as local arts. Khoeriyah et al. [18] stated that Banyumas culture and social norms consist of 6 characteristics: showing gratitude, direct, egalitarian, asceticism, freedom, and politeness. This analysis based of Babad Banyumas, an ancient book of culture and norms. Marti & Ridiah [19] stated that Banyumas people having “People-spirited Knight”. It means that Banyumas people are described as capable, patient, and accept condition without abstinence; while outspoken and soulful people.

2.3 Digital Transformation

Rural transformation driven by digitalization and information technologies influences the quality of life of rural residents in Indonesia [20]. Village government should ready to do digital transformation as well as regulate it within their village. There are 9 indicators of successfulness of digital transformation [21]. First, leadership and Governance. Second, User-Centered Design. Third, Public Administration Reforms and Change Management. Fourth, Capabilities, Culture, and Skills. Fifth, Technology Infrastructure. Sixth, Data Infrastructure, Strategies, and Governance. Seventh, Cyber Security, Privacy, and Resilience. Eight, Legislation and Regulation. Ninth, Digital Ecosystem.

3 Research Methods

This is qualitative interpretive research. The sites are villages in Banyumas County in Central Java and Head of the Villages as the informants of this study. Data are collected in 2023 using Focus Group Discussion and questionnaires. Data then analyzed using Miles and Huberman’s Data Reduction method [22].

4 Results Analysis

The study doing focus group discussion and in-depth interview with 37 Head of the village in Banyumas. Among 37 head of the village most of them are male, only 2 of them are female. It means that the Chief of the Village is still considering as a masculine job. The average of age for the job is 51 years, the youngest is 31 years and the oldest is 66 years. It has hidden value that the older leader is a better. It is because the maturity age for Indonesian citizen are about 17 years old to get driver licenses and 19 years old to get marriage licenses. Under the political system the one who can elect or elected are above 17 years old or below if they already getting married. The minimum requirements education

for the head of the village according to regulation is Junior High School Graduated. Informant that having Senior High School degree is dominating in this study.

4.1 Village Chief Leadership Style

When asked to rate the perceptions of their leadership style. There are two types leadership styles that tested here that is managerial grid and transformational vs transactional

4.1.1 Managerial Grid

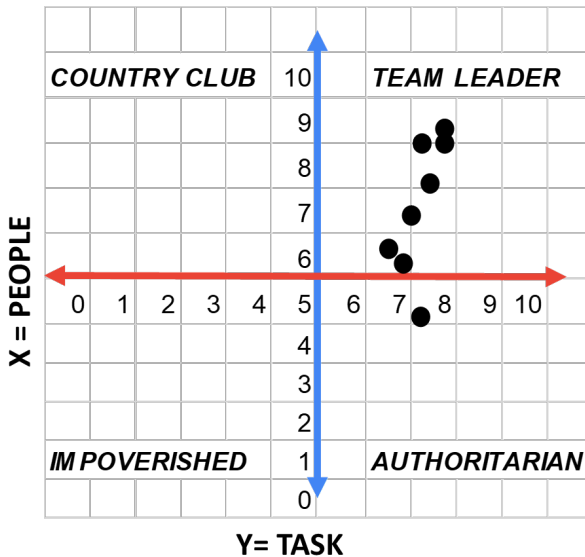


Figure 1. Managerial Grid Results

Sources: Data Analysis

Eight head of the village are asked to filled the Managerial Grid Test of Leadership Style [12] during Focus Group Discussion sessions. All of them are male. Most Village Chief are in Quadrant 1 type leadership that is team leader. They lead with positive example and try to creates a team work environment in which everybody could achieve their best version of themselves. They motivate team member to work together effective and efficiently to attain the organizations goals. Only 1 head of the village are considered as authoritarian manager. The complete results can be seen in Figure 1.

4.1.2 Transactional-Transformational Leadership

All of 47 Chief of the village are asked to fill the questionnaires for Transformational-Transactional Leadership. The difference between Transformational vs transactional leadership style is as follows [23] Transformational leader is leader that energetic, enthusiastic, passionate, involve in the process while also help the group member to succeed. On the other hand, Transactional leader is the one who giving rewards on self-motivated employee while punish the underperformance members. If asked to fill the questionnaires, most of them will identify themselves as Transformational Leader as the ideal type of leadership style. We break down the results into 4 dimensions [15] and 20 questions items. All are rated using 5-point Likert’s Scale: Strongly Disagree (1); Disagree (2); Doubt (3); Agree (4); and Strongly Agree (5). Head of the village are asked to fill these questionnaires about their own perceptions of leadership styles.

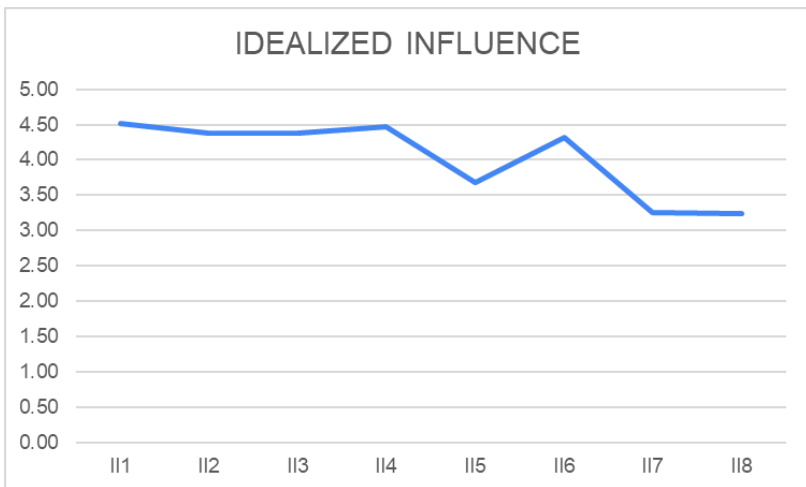


Figure 2. First Dimension of Transformational-Transactional Leadership

Sources: Data Analysis

The results for Idealized Influence dimension are in Figure 2. This dimension consists of 8 questions: 1) Speaking the important values; 2) explain the importance of having strong goals; 3) considering ethical consequences in every decision; 4) emphasized the importance of having common goals in the mission; 5) incepting self-pride into subordinate; 6) group goals comes first than individual goals; 7) do something that makes subordinate respect; 8) shows power using high self-esteem. The graphic results shows that averagely more than 3, it means that leader is Charismatic.



Figure 3. Second Dimension of Transformational-Transactional Leadership

Sources: Data Analysis

The results for Inspirational Motivation are in Figure 3. The 4 items survey for this dimension are: 1) Speak optimistically about future; 2) talking about need of achievement enthusiast; 3) explain interesting vision about future; 4) show faith in achieving goals. The average answer is more than 4.15; it means that Banyumas head of the village perceived themselves as Inspirational Motivation Leader.

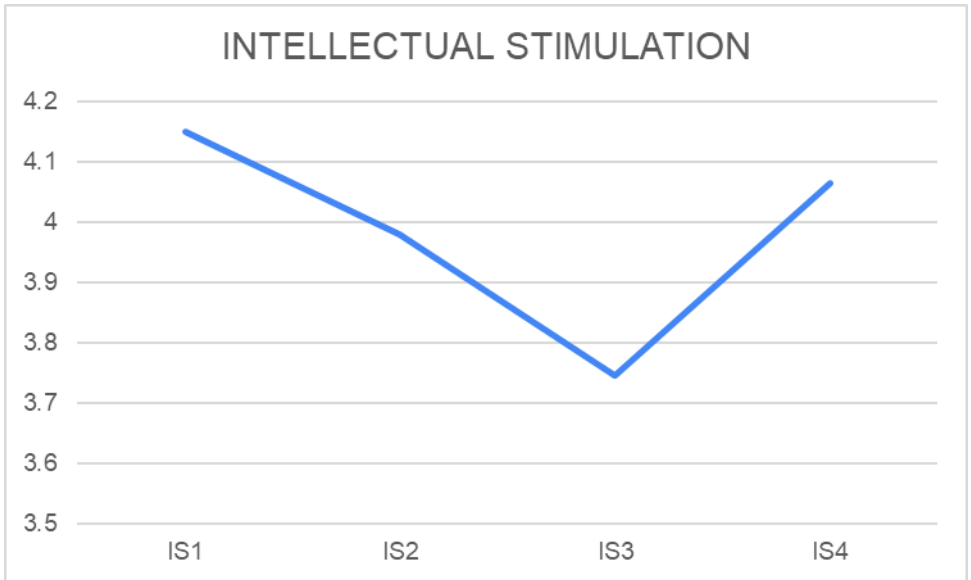


Figure 4. Third Dimension of Transformational-Transactional Leadership

Sources: Data Analysis

The results for Intellectual Stimulation can be seen in Figure 4. The questions consisted of 4 topics: 1) revisiting the right decisions; 2) finding different point a view in problem solving; 3) make subordinates see the problems from different angles; 4) suggesting employees to find new way to do their jobs. The average answer is more than 3.7. It means that the Village Chief considering themselves as Intellectual Stimulation Leader.

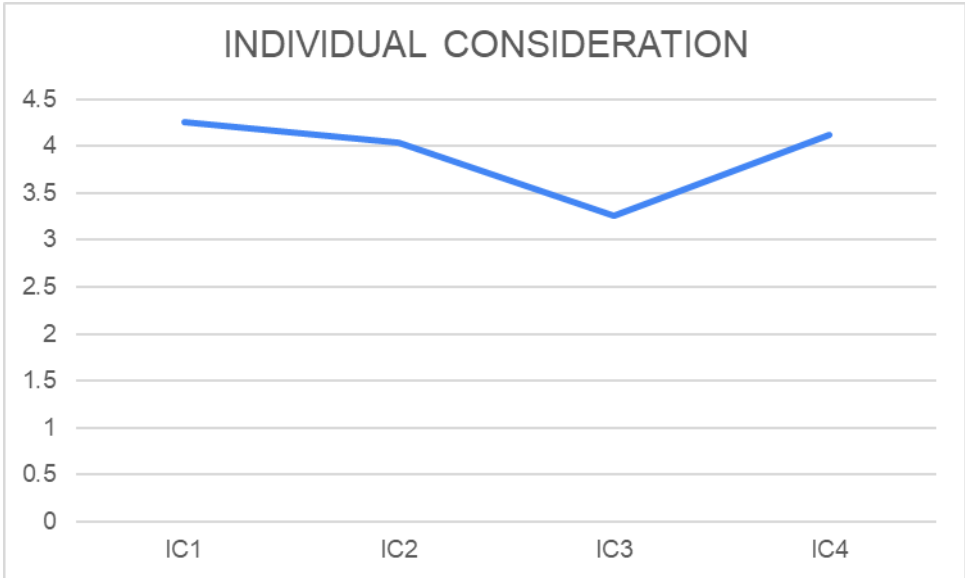


Figure 5. Fifth Dimension of Transformational-Transactional Leadership

Sources: Data Analysis

The results for Individual Consideration are in Figure 5. The 4 questions for this dimension are about: 1) helping subordinate develop their potential; 2) perceived that subordinate having them owns unique individual needs; 3) treat subordinate individually rather than just part of the team work; 4) spare time to coaching. The average results are more than 3, it means that the head of the village in Banyumas perceived themselves as leader that have individual consideration. All of four dimensions questionnaires results are on average have score 3 out of 5 scale. It means that Banyumas Head of the villages perceived themselves as transformational leader.

4.2 Technology Adoption in the Village

The 47 head of the village then asked to rate their Village Citizen Information Technology Adoption Level. There are 3 questions about their citizen: 1) intention to try the new Information Technology; 2) never hesitate to try new Information Technology; 3) like to always try new Information Technology. The answer is rated using 5 Likert's-scale. The

results shows that IT adoption in the Banyumas Village Citizen is relatively high with average more than 3.76. The results are in Figure 6.

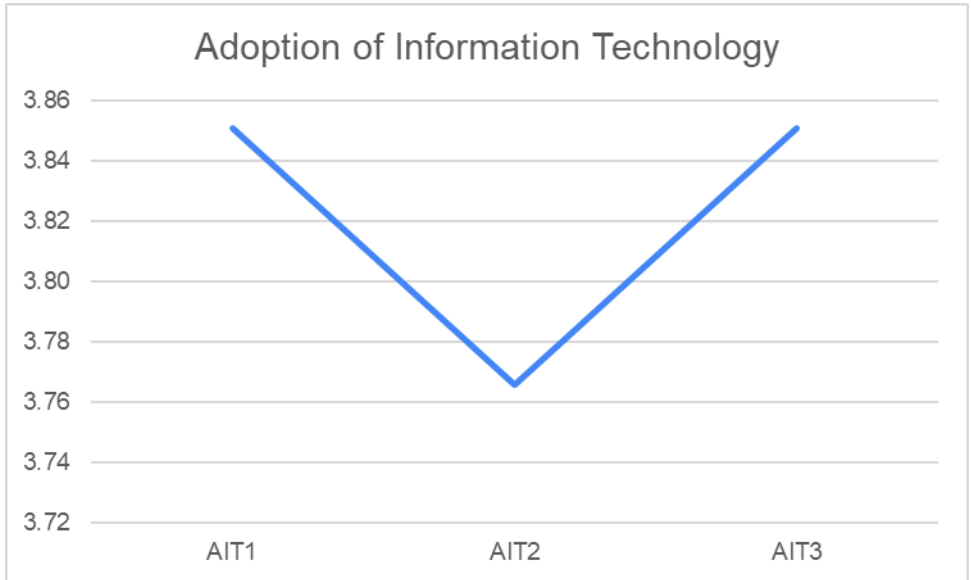


Figure 6. Banyumas Village Technology Adoption

Sources: Data Analysis

4.3 How Village Chief Leading the Digital Transformation

The informants believe that the technology adoptions are relatively high in their village citizen. They perceived technology as the future of their village but they still try to adapt with local culture as this comment:

“Our village is growing with retains it cultures and traditions, hence still follow the development in terms of science and technology to creates advance community” (Informant B30, male, in the age of 30s)

Villages geographical condition in the rural region are more remote than the urban ones. This creates additional challenge as this statement:

“Our village is in the hills and lack of infrastructure; however, we still maintain our local wisdom in culture and social as well as community mutual cooperation. We also still try to keep up with current information technology development.” (Informant B34, female, in the age of 50s)

The information technology entering the village through the massive use of cellular phone. These cellular phones are linked with internet technology had changed the village conditions. The massive changes in information technology brought by Handphone and internet having many consequences for village citizens. The basic village local culture is communal, since the introduction of information technology, people will avoid direct meeting and using virtual meeting instead. This could make changes in village meetings in order to seeks participation from respondents. As one of the informants' states:

“Due to the technology, the more advanced the more individualized the people, hence we need to communicate using WhatsApp, Zoom Meeting without the need of physical meetings” (Informant A3, Male, in the age of 50s)

Maintain the digital transformation still difficult in certain ways. One of them are the limitations of Village Government official in facilitating the technology adoption process for village citizen as one of the descriptions from the informant:

“Not all village government official understands about the latest digital technology, the gadget facilities types also still difference between villages.” (Informants A1, male, in the age of 40s)

The problems in managing digital transformation also coming from the citizens. This as comments below:

“...There are people which using gadget to do online gambling and watch inappropriate channel that have negative impact...hence, village having difficulty in regulate it due to the privacy policy of the technology.” (Informants A2, Male, in the age of 50s)

This is shows that managing the village in the digital era is not an easy task. It needs to be discussed, regulate, and implemented very well. It also needs to balance between local wisdom, privacy policy, and the use of technology itself. The Banyumas culture of “openness” or “*Cablaka*” are can be seen in the easy of technology penetration within village citizen (Khoeriyah et al., 2018). While the head of the village leadership style that mostly in the first quadrant of Managerial Grid and Transformational Leadership Style are reflection of People-spirited knight or “*Ksatria*” [19].

5 Conclusions

The results shows that Banyumas Village are based on farming with cultures that characterized as collective classification. Hence the conditions are changing due to the massive of internet technology using handphones as the main gadgets. Chief of the Villages transformational leadership work well in managing digital transition in the villages. This type of leadership allows citizen to embrace with new technology while still maintain the origins villages' collective cultures. However, the negative side of the technology such as the individualism as well as regulate the negative impact of the technology still become burden for some villages. This is due the village leadership is chosen democratically by their citizen, that giving unpopular regulation could make them loose their voters on the next election. Further research should go further to examine how far the Head of The Village willing to take unpopular policy to regulate the digitalization.

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