

# Participatory Leadership Of Village Chief

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**Abstract**—This research is aimed at analyzing on how the participatory leadership applied by the village chief by a case study in the Village of Baregbeg, Sub-district of Baregbeg, Ciamis Regency of 2017. This study uses qualitative methods that produce descriptive data obtained through library studies, observation and interview. The results showed that the participatory leadership applied by the village chief had influenced subordinates and community participation in the form of his thoughts and ideas to develop their village. From the analysis of the results, it had been known more optimally the village chief can apply his leadership by implementing participatory by involving subordinate's community for any developmental program while observing conditions of education and socio-cultural of community. The leadership and and socio-cultural of community.

**Keywords:** *Leadership, Participative, village chief*

## I. INTRODUCTION

Village development realized by village government and community based on spirit of mutual cooperation, utilizing local wisdom and village natural resource. For developmental performance at village, the leadership of village chief as a leader to be important factor in determining any policy of governmental performance in his village. Statement from Bass [1] that frequently quality of leader supposed as important factor of organizational success or failure either business or public oriented. The success of failure of organization either public or private organization is depended on the leadership. House [2] revealed that there are four types of leadership style. Firstly, directive leadership which give guidance to subordinate concerning what should be conducted and how to implement it, to make schedule of work and maintain performance standard. Secondly, supportive leadership indicating care with subordinate welfare and necessity, friendly and may be approached and treat subordinate as equal to his/her self. Further, participatory and consultative leadership. Consultative to subordinate and seriously to consider their idea when decision making. Lastly, leadership oriented to achievement by establishing challenging target/goal to stimulate subordinate in order to have highest achievement to result in the completeness which may build self confidence of subordinate in terms of their capability.

The research before, which that do by Ifa Ni'matul Baroroh with the title "Situational Leadership at MAN (Case Study at Man Genteng Jatiwangi), [3]. In this research the theory that used is about situational leadership by Hersey and Blanchard with telling, selling, participating and delegating. The research uses qualitative method with case study.

The second research by Djoko Soelistya [4] to know clearly about the performance of employees at the Maspion Group Surabaya East Java, this study focused on models of increasing work performance employee who is a

participatory leadership style, communication, and motivation. The third research come from Budi Sayogo [5] with the title Participative Leadership Model In Endeavoring Society And Village, local leadership was demanded to have a number of capacities so that they can be able to conduct their roles and functions. Some of those capacities were articulative, aspirative, and accommodative capabilities toward the adjacent developing social dynamic. The fourth come from Dimas, Agus [6], and the fifth research with have similarity come from Rumondor, V. W [7].

If we compare the first and the second with the latest situation, The differences between all the journal that with their focus of leadership style, and the differences between them, in object, subject and more clearly to explain about leadership. And also we will know that have a differences with this journal too. The purpose of this journal explain about participatory leadership which a part from situational leadership that practice by village chief of Baregbeg. With a wise leadership that always involving all the community will give a good effect especially to the development of the village.

## II. METHOD

This research locating in the village of Baregbeg, Sub-district of Baregbeg, Ciamis Regency and the time period to take the data between January-april 2017. This research uses qualitative approach by descriptive method. In this research the data resource had been obtained by interview to informants either apparatus of village government, village agencies or even community. Concerning data collection it used qualitative approach in which such self researcher as instrument of research.

The data collection technique used in this research covering (1) direct observation (2); interview, and (3) documentation. the data that having been collected is analyzed by using interactive analysis model, ie, data reduction, data presentation and conclusion. To establish and determine the validity of data from research result then, it is required such data testing. In this research the data testing conducted by triangulation technique, those are: checking, re-checking and crosschecking to data obtained from theory, methodology and the researcher perception.

## III. RESULTS

Then, from result of field research may be explained how participatory application of village chief of Baregbeg, those are:

### *A. The Motivating*

The motivating in this application of participatory style is main indicator, because the reluctance of community to be involved in the developmental activities in their village, indeed generally, they have capability to implement the issues having been instructed by Village Chief as their leader.

The village chief as motivator had been able to motivate community who had not owned self confident nor belief and they are reluctant to participate in implementing the development in the village actively, and the target/goal to be achieved may be realized kindly thereby without any conflict between village government and local community. By motivation having been given by Village Chief of Baregbeg, either by motivation or guidance, community of Sub-village of Baregbeg stated/commented that "village had given good and reliable motivation to community, so that, the community accepted and willing to implement village development.

Then, from such informant opinion may be explained that village chief had given motivation to community in order to have will and participate to implement development in the village. Infrequently, in motivating community, the village chief had given personal assistance when there was road repair. Hence, by motivation from village chief, the community had been motivated as well.

### *B. Community Involvement*

Participatory Leadership viewed that involvement of village community in developmental process as a second indicator. It is required their participation to support governmental activity for sake of achieving the determined target/goal. The involvement of village community resulting in two ways communication between community and village chief.

Community had stated that village chief was transparent and always involve community either in voluntary work or when there was village negation in which they should present. By transparency and synergy cooperation then, community had been involved for any developmental implementation. So that, transparency is key from the success of leader in increasing community participation special and developmental achievement generally.

From description above, also we may know that community participation for any policy and implementation of program and developmental activity. Village chief of Baregbeg had been able to increase community participation by always be transparent and cooperate with community he lead.

### *C. As Facilitator*

Role of village chief as facilitator had assisted community of Village of Baregbeg, it is proven by some activities conducted in the course of village chief office. Directly, village chief met community to supervise implementation of road repair accompanied with Head of LPM as managing of road repair activity.

In seeking out existing facility, village chief had built synergy with community either related with self own property or community or even by giving motivation to

other party. Generally, it may be said that village chief sought out finance/fund in order to cover the financial deficit of Village Fund Allocation either from such self effort or by governmental contribution or even from other party, although not all of them may be handled by village chief.

Based on observation result in site conducted by researcher and from theories revealed by some experts specially Hersey and Blanchard then, it may be said that Village chief Baregbeg to play his role as facilitator had been able to empower community, agile to rise fund and cover the deficit of ADD fund, also directly visit community for any activities having been implemented. It is accordance with what had been said by Hersey and Blanchard that community condition had owned capability, then, it is required is high behavior relationship by giving motivation, facilitation and contribution for community and also facilitation othe implementation of some developmental programs in the village.

## **IV. DISCUSSION**

Blake[8] revealed that leadership is effective provided the leader capable to make effective the organization by combination of leadership behavior or style oriented to assignment and subordinate as well as community to achieve target/goal.

Subsequently, Hersey and Blanchard [9] put leadership as "the process of influencing the activities of an individual or a group in efforts toward goal achievement in a given situation". However, Hersey and Blanchard made opinion that the leader should be able to choose leadership style matching with maturation level of subordinate in terms of education, skill, expertise, self confident and belief or experience levels.

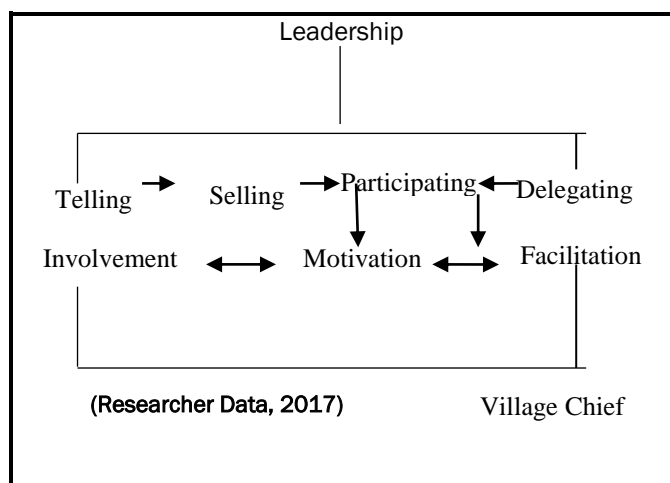
There are four procedures to make decision in participative leadership. Firstly, autocratic decision, the leader make decision alone without opinion or suggestion from subordinate and subordinate having not direct influence from such decision because no participation. Secondly, consultation in which the leader ask opinion and idea, then, he makes decision alone upon considering suggestion and inputs from subordinate seriously. Thirdly, join decision in which the leader meet subordinate and discuss the problem and to make decision jointly, hence, solely, last decision not as leader or subordinate burden but to be joint decision. Fourthly, the delegation in which the leader give authority and responsible to anybody or group in making decision while giving certain deadline for last decision.

Hersey and Blanchard essentially revealed that leadership style may be explained as follows:

Telling is any condition in which maturation level of subordinate either capability or will is less than average hence, it is required high assignment behavior and low relationship behavior from the leader with subordinate. Selling is maturation level of subordinate which had began to have will but low in capability. Participating is where subordinate which had owned capability in implementing any assignment trusted to them but low in will. Delegating is in which maturation level of subordinate is high enough identified by high will and capability to implement any work assigned to them.

In figure 1, it will describe about the leadership that applied by village chief of Baregbeg Village.

Figure 1  
The Leadership Of Villagge Chief



By the discuss before, it may be concluded that the research baste as described above and following hyphotesis : The leadership unless to sell, to motivate and to delegate then, village chief should have capability to involve community in motivating them while facilitating developmental program in the village .

## V. CONCLUSION

Then in implementing village developmental implementation, Village Chief of Baregbeg had given motivation to community in order that they may sense of will to participate for any developmental implementation in the village. Subsequently, village chief always involve community for any activity in the village. Routinely, to convene weekly meeting of Thursday as effort for always involving community.

Village chief of Baregbeg in playing his role as facilitator had been able to empower village community, agile to rise fund and cover the deficit of ADD fund, also directly visit community for any activities having been implemented. It is accordance with what had been said by Hersey and Blanchard that community condition had owned capability, then, it is required is high behavior relationship by giving motivation, facilitation and contribution for

community and also facilitation othe implementation of some developmental programs in the village.

Then, based on the research above, to achieve evelopmental implementation in the village successfully, it is required participatory leadership in which village chief had given motivation, he always involve community, as facilitator for andy activity or even developmental program in the village. It should be followed by giving clear information and may be understood easily hence, community as subordinate will be motivated to involve in any activity in the village

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