



Village Head's Leadership Style to Improve Village Development (Study on Durian Village, Padang Cermin District, Pesawaran Regency)

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Received: 27-07-2025

Reviewed: 30-08-2025

Accepted: 20-10-2025

Abstract

The village government has the main obligation to carry out physical development in order to improve the welfare of the village community. The role of the village head as a leader greatly determines the success of development, especially in creating equity and encouraging community participation. This study aims to analyze the leadership style of the Head of Durian Village, Padang Cermin District, Pesawaran Regency, in improving the physical development of the village in 2021. The research used a qualitative approach with data collection techniques through interviews with nine informants consisting of village officials and communities. The results of the study show that the leadership style applied tends to be participatory, shown by the involvement of the community in village development planning deliberations (Musrenbang) and direct communication between village heads and residents. However, the application of this participatory style is not optimal because there is still a development gap between hamlets, especially between the more advanced Tegal Arum Hamlet and the underdeveloped Pakuan Hamlet. Low levels of awareness, differences in education and economic conditions, and the apathy of the community are also obstacles to participation. The conclusion of this study confirms that although participatory leadership has been sought, its effectiveness is still limited and has not been able to evenly distribute development as a whole. The implication of these findings is the need for a more adaptive, communicative, and inclusive leadership strategy so that community participation can increase and village development can run more evenly and sustainably.

Keywords: Leadership Style, Village Head, Physical Development

Introduction

Village development is one of the important instruments in improving the welfare of the community at the grassroots level, especially in developing countries such as Indonesia.

The role of the village head as a local leader greatly determines the direction of development, not only related to physical development but also to strengthening community participation (Setiawan, 2022) In the context of village autonomy, village heads are required to have an effective leadership style, be able to facilitate the aspirations of residents, and encourage equitable development between regions within the village (Nugroho & Suprpto, 2021) However, the reality on the ground shows that village development often faces inequality due to geographical, social, and low community participation (Prayoga, 2020)

Previous studies have emphasized the importance of participatory leadership styles in strengthening villager participation and improving the quality of development. (Andika & Sulistio, 2021) found that participatory leadership can strengthen the community's sense of belonging to village development. However, other studies show that a participatory leadership style alone is not enough if it is not accompanied by an effective communication strategy and the management of differences in socio-economic conditions of the community (Ramdani, 2019) (Fitriyani, 2022) Thus, there is a gap in the literature related to the effectiveness of the village head's leadership style in creating equitable development, especially in villages with diverse socio-economic conditions.

Based on these gaps, this study aims to analyze the leadership style of the Durian Village Head in Padang Cermin District, Pesawaran Regency, in improving the physical development of the village. This research is expected to make a conceptual and practical contribution to the development of a village leadership model that is more adaptive, inclusive, and oriented towards equitable development.

Literature Review

The leadership of the village head is a key factor that affects the success of village development, especially in the physical aspect and community participation (Ardiansyah, 2018) Leadership theory explains that a leader not only acts as an administrative controller, but also plays a role in building communication, motivating, and creating collaboration among village communities (Hasnawati et al., 2021) In the context of village development, an effective leadership style will be reflected in its ability to make decisions, motivate, communicate, and control the course of government (Nasdir et al., 2018) This indicator is often used to assess the effectiveness of leadership in village governance, as it includes strategic aspects directly related to citizen participation and equitable development.

Previous research has shown that participatory leadership styles are often associated with increased community participation in village development (Agustinah et al., 2020). community involvement in village deliberations increases when village heads use a participatory approach, so that the aspirations of the residents can be better absorbed in development programs (Redjo & Nuradhawati, n.d.). Other findings also confirm that participatory leadership not only increases citizens' sense of ownership of development, but also reduces social inequality (Rwebugisa & Usinger, 2021) However, its effectiveness is greatly influenced by the level of education, economic conditions, and awareness of residents,

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so that community participation is not necessarily evenly distributed in all village areas (Harefa, 2024)

In addition, some studies show the limitations of participatory leadership styles if they are not accompanied by adaptive communication strategies. Although village heads encourage participation, development inequalities still arise due to differences in geographical and social conditions between hamlets (Anggraeni et al., 2024). This indicates that leadership indicators such as the ability to communicate and control subordinates must be complemented by a contextual approach that is in accordance with the characteristics of society (Aziz, 2017). Thus, this study highlights the importance of further examining the leadership style of village heads with a focus on indicators of decision-making, motivating, communicating, and controlling the development process, as well as their relationship with the effectiveness of equitable distribution of physical development at the village level.

Research Method

This study uses a descriptive qualitative research design with a case study approach. This approach was chosen because it allows researchers to gain an in-depth understanding of the village head's leadership style in the context of village development and the participation of the community involved in it (Yin, 2018). The focus of the research is directed at the interpretation of social phenomena and leadership behavior of the Head of Durian Village, Padang Cermin District, Pesawaran Regency, in improving physical development in 2021. The data collection instruments used were semi-structured interviews and direct observation. Semi-structured interviews were chosen to keep the researcher on the question guide, but remain flexible in digging up additional information from the respondents (Adams, 2019). Observation is used to see firsthand the condition of the field, the form of development that has been carried out, and the dynamics of interaction between the village head, village officials, and the community (Given, 2019). In addition, documentation in the form of village development planning archives, village deliberation minutes, and village annual reports are also used as sources of supporting data.

The research participants consisted of nine main informants, which included the Durian Village Head, village officials (Village Consultative Body and apparatus), and community leaders selected through purposive sampling techniques (Palinkas & al., 2018). The selection of informants is based on their participation in the village development process. Thus, the data obtained reflects the views of leaders and residents affected by development policies. The data collection procedure is carried out through several stages. First, the researcher coordinated with the village to obtain a research permit. Second, in-depth interviews were conducted with each informant using pre-arranged interview guidelines. Third, the researcher conducted direct observation of development conditions in several hamlets, especially Tegal Arum Hamlet and Pakuan Hamlet which have significant differences in conditions. Fourth, official village documents are collected to strengthen the validity of the data. All data were collected in a predetermined research period, thus providing a comprehensive picture.

Data analysis was carried out using thematic analysis techniques which included the stages of data reduction, data presentation, and conclusion drawing (Miles et al., 2019). Data reduction is carried out by sorting out important information from the results of interviews, observations, and documentation. Furthermore, the data is presented in the form of a narrative that relates findings in the field with participatory leadership theory (Northouse, 2021). The last stage is the drawing of conclusions, which contain interpretations of the village head's leadership style, its effectiveness in encouraging community participation, and the obstacles faced in village development. The validity of the data was strengthened through triangulation of sources and methods, namely comparing the results of interviews with observations and official village documents (Creswell & Poth, 2018).

Results

Data was obtained through interviews, observations, and documentation. The findings of the study can be presented in the following key points:

No	Types of Development	Construction Location
1	Balai Masyarakat	Dusun Induk Desa Durian
2	Jalan Dusun	Dusun Warna Sari & Tegal Arum
3	Rabat Beton	Dusun Tegal Arum
4	Drainase	Dusun Induk & Dusun Pakuan

Village Head Leadership Style

Interviews with informants show that the leadership style of the Head of Durian Village tends to be participatory, characterized by community involvement in Development Planning Deliberation (Musrenbang) and direct communication with residents. However, the results of the interviews also show that there are limitations in the application of participatory styles, especially in areas with low citizen participation.

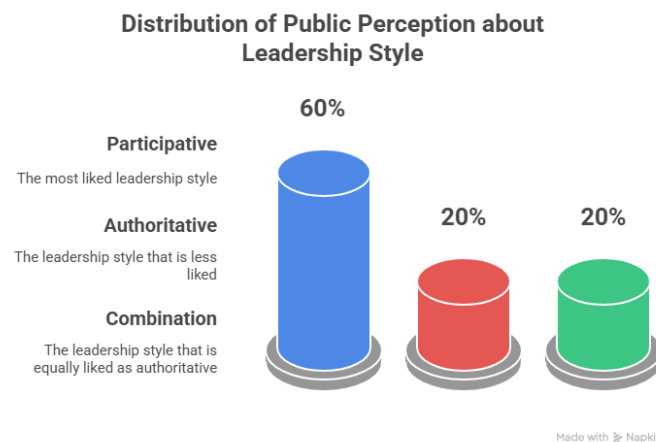


Figure 1. Distribution of Public Perception of Leadership Style

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Community Participation Rate

The level of community participation varies between hamlets. Information from observations and interviews shows that Tegal Arum Hamlet has a higher participation than Pakuan Hamlet.

Table 2. Level of Community Participation in Development

Dusun	Tinggi	Sedang	Rendah
Tegal Arum	70%	20%	10%
Pakuan	25%	35%	40%
Warna Sari	50%	30%	20%
Induk	55%	25%	20%

Factors Affecting Participation

From interviews with nine informants, several factors were found related to the level of community participation. Supporting factors include: direct communication with the village head, village deliberations, and real needs for development. The inhibiting factors are low public awareness, differences in education levels, and uneven economic conditions between hamlets.

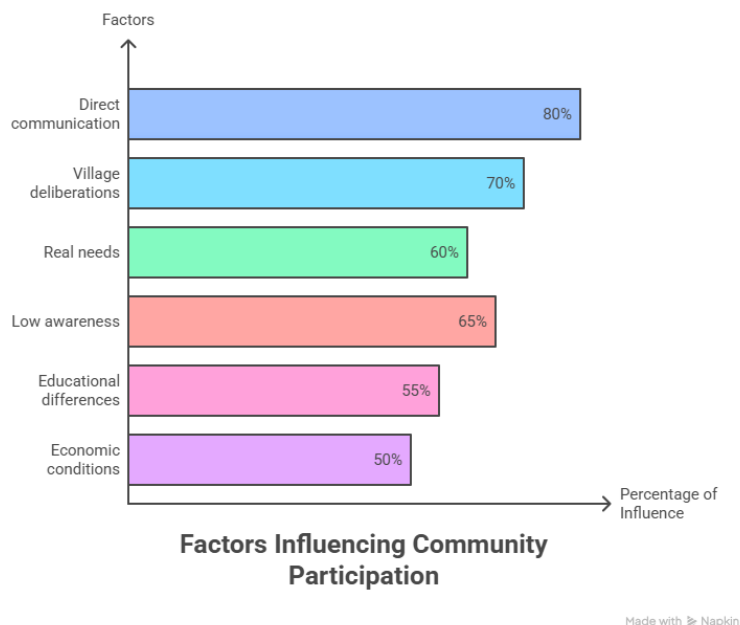


Figure 2. Factors Affecting Community Participation

Development Gap Between Hamlets

The results of the observation show that there is an inequality of physical development between Tegal Arum Hamlet and Pakuan Hamlet. Tegal Arum is more advanced with good road access and local tourist attractions, while Pakuan is still lagging behind with inadequate infrastructure.

Summary of Key Findings

1. The Head of Durian Village implements a participatory leadership style, but it is not optimal in all village areas.
2. The physical development of the village in 2021 includes community halls, hamlet roads, concrete rebates, and drainage.
3. The level of community participation varies; highest in Tegal Arum Hamlet and lowest in Pakuan Hamlet.
4. The factors that support participation are direct communication, village deliberation, and real needs, while the inhibiting factors are low awareness, educational differences, and economic conditions.
5. There is still a development gap between hamlets, especially between the developed Tegal Arum and the backward Pakuan.

Conclusion

This study shows that the leadership style of the Durian Village Head in 2021 tends to be participatory, characterized by community involvement in village deliberations and direct communication with residents. The physical development carried out includes community halls, hamlet roads, concrete rebates, and drainage, but the distribution is not even between hamlets. The level of community participation also varied; Tegal Arum Hamlet is more active, while Pakuan Hamlet shows low participation due to social, economic, and low awareness of residents. Thus, although participatory leadership styles have been implemented, their effectiveness is still limited in encouraging equitable distribution of village development. The main value of this study lies in its contribution in showing the relationship between the leadership style of the village head and the level of community participation, as well as how socio-economic conditions affect the equitable distribution of development. The results of this analysis can be an evaluation material for the village government in developing a more adaptive, communicative, and inclusive leadership strategy, so that community participation increases and development can run evenly.

However, this study has some limitations. First, the limited number of informants (nine people) may not fully represent the diversity of views of all villagers. Second, the research focuses on the participatory leadership aspect, so other factors such as budget policy and the role of external institutions have not been explored in depth. For further research, it is recommended to involve a wider sample with a combination of quantitative and qualitative methods so that the results are more general. In addition, follow-up studies can examine the role of digital technology, budget transparency, and multi-stakeholder synergy in strengthening community participation and reducing development gaps between village areas. Thus, future research can provide more comprehensive recommendations to realize fair, inclusive, and sustainable village development.

Declaration of conflicting interest

The authors declare that there is no conflict of interest in the research, writing, or publication of this article.

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