

Analysis of the Village Head's Leadership in the Development of Pamijahan Village

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Abstract: The Village Head's role in Pamijahan Village's development is examined in this paper. Qualitative research uses purposive sampling. This study collects data through organized and unstructured interviews, observations, and documentation. SWOT analysis, key informant interviews, and direct observations were used in this research. This study found that the Village Head should prioritize natural resource potential through community-head relationships to promote the village, especially in development. Due to the COVID-19 crisis and the reallocation of development funding, the village development process has not yet been fully optimized or is not in line with the village development strategies. The Village Head and village apparatus care about village development, as shown by informant interviews and ongoing development activities. The community and village staff appreciate the Village Head's friendly, familial leadership. The Village Head frequently meets with the local neighbourhood units (RT and RW) to discuss communication and development strategies and preserve excellent ties. The Village Head can ease village development by building strong ties. Community involvement in development can also speed up program implementation.

Keywords: Physical Work Environment; Organization Culture; Relation and Cooperation; Training and Development; Compensation and Rewards; Job security; Autonomy of Work; Organizational Support.

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1. Introduction

This study aims to analyze the leadership of the Village Head in the development of Pamijahan Village, Bogor. The research method used is qualitative, with purposive sampling as the sampling technique. Data collection involves both structured and unstructured interviews, structured and unstructured observations, and documentation. The data analysis technique employed is SWOT analysis, direct observations and interviews with key informants. The findings of this study indicate that the Village Head should prioritize the enhancement of natural resource potential, leveraging the relationship between the Village Head and the community to advance the village, particularly in the development sector. The village development process has not yet been fully optimized or aligned with the plans outlined in the village development programs, primarily due to the reallocation of development funds for addressing the COVID-19 crisis. The concern of the Village Head and village apparatus for the development of the village is evident from interviews with informants and the ongoing implementation of several development programs. The Village Head's leadership style, characterized by warmth and a familial approach, is highly appreciated by the community and village staff. The approach taken by the Village Head towards local neighbourhood units (RT and RW) includes holding regular meetings, which facilitate communication and the development plans for each area while also fostering good relationships. Establishing positive relationships with the village head helps ease the village's development process.

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Furthermore, involving the community in the development process can accelerate the implementation of the development programs.

The leadership of a Village Head plays a crucial role in the development and progress of a village. As the central Figure 1 overseeing the governance and development initiatives, the Village Head must effectively manage resources, address community needs, and foster collaboration between residents and government entities. This is particularly important in rural areas where challenges often limit infrastructure development, community welfare, and economic growth. Pamijahan Village, located in Bogor Regency, is a rural area that has seen various development initiatives to improve its residents' quality of life. However, the success of these initiatives largely depends on the leadership provided by the Village Head. This research analyses the leadership style and effectiveness of the Village Head of Pamijahan Village in driving local development programs, particularly in infrastructure, community engagement, and resource management. By examining the leadership strategies and decision-making processes employed by the Village Head, this study aims to provide a comprehensive understanding of the role of leadership in village development. It also explores the relationship between the Village Head and the community, the challenges faced in the development process, and the strategies employed to overcome these obstacles. Through this analysis, the study aims to offer insights into how effective leadership can contribute to the sustainable development of rural communities (Table 1).

Table 1: Village development data

No.	Type of Development	Development location	Detail
1.	Village Road	Kampung Nangka Sari 1 RT 2 RW 2	Completed
2.	Slope Retaining Wall (TPT)	Kampung Citameang RT 1 RW 3	Completed
3.	Slope Retaining Wall (TPT)	Kampung Nangka Sari 1 RT 3 RW 2	Completed
4.	Slope Retaining Wall (TPT)	Kp. Babakan Pamijahan RT 3 RW 3	Completed
5.	Slope Retaining Wall (TPT)	Kp. Babakan Pabuaran RT 2 RW 3	In Progress
6.	Concrete Pouring	Kampung Slengkong RT 1 RW 6	Completed
7.	Concrete Road Pouring	Kp. Cilengkong Stamplas RT 2 RW 5	In Progress
8.	Village Boundary Arch Construction	Desa Pamijahan RT 2 RW 5	Completed
9.	Slope Retaining Wall (TPT)	Kampung Keroncong 5 RT 3 RW 5	In Progress
10.	Irrigation	Kampung Keroncong 4 RT 2 RW 8	Completed
11.	Slope Retaining Wall (TPT)	Kp. Keroncong Al Hidayah RT 2 RW 9	In Progress
12.	Cash-For-Work Program (PKT)	Kampung Cilengkong RT 2 RW 5	Completed
13.	Cash-For-Work Program (PKT)	Kampung Cipendey RT 3 RW 2	Completed
14.	Clean Water Facility	Kampung Cipendey RT 3 RW 2	Completed

2. Literature Review

The role of the Village Head in Indonesia's rural development is essential to the progress of village communities, particularly in areas like Pamijahan and Bogor Regency. Effective leadership can catalyze socio-economic development, enhance governance, and ensure the efficient use of resources. This literature review examines scholarly perspectives on the leadership of Village Heads in village development, focusing on the period from 2014 to 2024, with insights into governance strategies, community involvement, and the challenges faced by Village Heads in fostering sustainable development.

2.1. Village Leadership and Governance in Rural Areas

Formal policies and traditional community structures guide village leadership in Indonesia. The Village Head (Kepala Desa) is central in steering development initiatives, managing village funds, and engaging with the community to address local needs. According to a study by Adi [1], the leadership qualities of the Village Head significantly influence the success of village programs. Effective leaders are characterized by their ability to communicate, build trust, and engage the community in decision-making processes. This dynamic creates an environment where community members actively participate in the development process, contributing to more sustainable outcomes. Leadership in rural areas, however, often faces unique challenges. Research by Amalia and Wahyudi [2] highlights that Village Heads in rural Indonesia must navigate a complex landscape that includes managing limited resources, addressing local conflicts, and overcoming socio-political barriers. These challenges require adaptive leadership and the capacity to work collaboratively with governmental and non-governmental stakeholders.

Research highlights the growing importance of multi-level governance in rural areas, particularly with the integration of digital technologies. Multi-level systems involving local bureaucrats, self-governing entities, and market players have been shown to enhance governance efficiency and agroecological outcomes. For instance, China's digital village initiatives illustrate how collaborative governance can address complex rural challenges, such as resource allocation and sustainability [3]. Moreover, Village governance faces challenges like resource scarcity, socio-political dynamics, and technological adaptation. However, innovations such as smart village programs and leadership training initiatives are helping to bridge these gaps. Programs like Indonesia's village leadership development aim to enhance managerial skills and community engagement, fostering more adaptive and forward-looking governance structures [4]. Besides that, governance in rural villages also emphasizes improving public service delivery, from infrastructure development to healthcare and education. Leadership is crucial in ensuring these services are accessible, efficient, and meet community needs. Studies indicate professional and community-centred leadership significantly improves service quality and public satisfaction [5].

The past decade has seen a paradigm shift in how villages are governed, with leadership evolving to address modern challenges. Rural governance is moving towards a more sustainable and inclusive future by fostering innovation and community participation [6]. Further research is needed to explore the long-term impacts of these governance models on rural development. In the context of Pamijahan Village, leadership is viewed as a critical element in aligning local development strategies with broader provincial and national goals [7]. The leadership of the Village Head in Pamijahan directly impacts how effectively infrastructure projects, such as road construction or the development of public services, are carried out.

2.2. The Role of Village Funds and Resource Management

A central responsibility of the Village Head is the management of village funds, which the government allocates for local development. A study by Dwi [8] explores how Village Heads in rural areas manage these funds, stressing the importance of transparency and accountability in the allocation of resources. Effective resource management ensures that funds are used to improve local infrastructure, such as roads, health facilities, and public schools, which are vital for long-term development. In Pamijahan, the allocation of village funds has been a critical factor in the development process. The village head's ability to plan and execute development programs, such as road construction or the creation of community buildings, is directly influenced by their skill in managing these funds. However, research by Faisal and Putra [9] identifies that financial constraints, exacerbated by unforeseen challenges such as the COVID-19 pandemic, can hinder the implementation of planned development projects. Consequently, the Village Head's ability to adjust priorities and seek alternative funding sources becomes vital to ensure continued development.

One important aspect of financial management is the inclusion of the community in the budgeting and planning process. According to a report by the Ministry of Home Affairs [10], community involvement in the allocation of funds ensures that the projects chosen reflect the actual needs of the residents. This participatory approach enhances the legitimacy of village development programs and fosters a sense of ownership among the villagers. Village Funds have become crucial in promoting rural development, particularly in Indonesia. Studies highlight that these funds significantly improve infrastructure, including roads, irrigation systems, and public facilities, enhancing economic activities and accessibility in rural areas. For instance, research by Hadi [11] shows that the allocation of Village Funds positively impacts infrastructure development, which, in turn, fosters small and medium enterprises (SMEs) and boosts local economies. Moreover, The participatory approach in managing Village Funds has proven essential for effective resource utilization. Community involvement in planning and implementation, such as through village development planning forums (Musrenbang), has increased transparency and accountability. This participatory framework strengthens local governance and ensures resource allocation aligns with community priorities.

Besides that, Empirical studies emphasize Village Funds' role in economically and socially empowering communities. Hidayat [12] found that funds allocated for non-physical activities, including training and capacity-building programs, help improve human resources and enhance community resilience. These initiatives not only drive economic independence but also uplift the overall well-being of rural populations. Moreover, While the benefits of Village Funds are evident, challenges persist in ensuring their sustainable management. Issues such as mismanagement, lack of technical skills, and limited capacity for long-term planning hinder optimal fund utilization. Integrating technology and improved governance practices has been suggested to overcome these barriers, ensuring better reporting and accountability in fund management. In conclusion, Village Funds are vital in advancing rural development and resource management. However, continuous efforts in capacity building, governance, and community participation are essential to maximize their impact and ensure sustainable development outcomes.

2.3. Community Participation and Empowerment

Community participation is a cornerstone of effective leadership in rural development. Leaders encouraging and enabling community members to engage in decision-making are more likely to achieve sustainable development outcomes. Research by Irwansyah [13] emphasizes the importance of participatory governance, where the Village Head works closely with community

representatives to design and implement development projects. This approach empowers locals by providing them a platform to voice their concerns and contribute ideas, leading to more inclusive and context-sensitive development.

In Pamijahan Village, the Village Head's leadership has fostered a participatory development environment. Regular community meetings, held by the Village Head, allow for open discussions on development priorities and provide a space for feedback on ongoing projects. This participatory approach is crucial, especially in rural areas where local knowledge and involvement are essential for identifying and solving development challenges. Research by Kurniawan [14] indicates that such engagement builds trust and encourages collective action, which is essential for the successful implementation of development initiatives. Moreover, community participation is particularly important in the context of the challenges faced by rural villages. For example, in the case of infrastructure development, such as road construction or flood control measures, local communities often provide labour or material resources, a concept known as "Padat Karya Tunai" (cash-for-work). This approach, highlighted in studies by the Ministry of Public Works and Housing [15], can significantly reduce the costs of development projects while ensuring that the local population benefits directly from the projects.

Moreover, research underscores that active participation in decision-making enhances the sense of ownership among community members, which is crucial for the success of various development programs. For instance, participatory approaches in health and social services have demonstrated improved outcomes by integrating community insights into planning and execution. Empowerment is another key element, enabling individuals and groups to gain control over their circumstances. This approach has been effective in contexts such as health care in Italy and development projects in Bangladesh and Namibia, where inclusive practices have helped marginalized communities voice their concerns and shape policies tailored to their needs. These studies collectively suggest that fostering strong partnerships among stakeholders, including governments, NGOs, and local communities, is vital. Such collaborations create an environment conducive to mutual learning, resource sharing, and sustained empowerment, ensuring communities are recipients and active architects of their development.

2.4. Challenges in Village Head Leadership

Despite the importance of leadership in village development, Village Heads often encounter various obstacles that hinder the success of development initiatives. A key challenge is managing the community's expectations while balancing limited resources. The research by Muhammad [16] highlights that Village Heads must often make tough decisions regarding the prioritization of development programs. Sometimes, these decisions can lead to dissatisfaction among community members who feel their needs are not adequately addressed. Another challenge faced by Village Heads is the political dynamics within the village. According to Prasetyo and Wulandari [17] the Village Head must navigate local political alliances and rivalries, which can complicate decision-making and impede the smooth execution of development plans. In some cases, conflicts within the village may delay or derail important projects. Effective leadership requires mediating conflicts, building consensus, and maintaining a balanced approach to governance.

External factors such as natural disasters or pandemics, like COVID-19, can also disrupt planned development activities. In the case of Pamijahan, the Village Head's leadership was tested when development funds were redirected to respond to the crisis. Research by the Ministry of Finance indicates that the pandemic has placed significant strain on local governance, requiring Village Heads to adjust priorities and ensure that the community's basic needs, such as healthcare and sanitation, are addressed before proceeding with long-term development plans. The role of village head leadership has been widely explored, emphasizing its impact on rural governance, financial accountability, and community development. Leadership in rural contexts often centres on participatory governance, transparency, and the effective management of resources. Studies show that the leadership style of village heads significantly affects governance quality, particularly in financial management and service delivery. Village heads adopting transparent and accountable practices enhance trust and ensure better outcomes in managing village funds, such as in Bengkalis, where compliance with governance regulations led to efficient fund distribution and community benefits. Leadership qualities like inclusiveness and integrity are key to fostering community participation and ensuring the sustainability of local initiatives.

Autocratic leadership styles often pose challenges, hindering inclusive governance and participatory decision-making. The dynamics of autocratic leadership may limit community input, but strategic interventions can bridge gaps by emphasizing accountability and aligning governance with local needs. Corruption and lack of accountability remain persistent challenges in certain contexts, requiring ongoing efforts to instil robust governance mechanisms. Recent research highlights the growing influence of technology in enhancing leadership effectiveness. Effective IT governance, as a mediating factor, supports accountability and transparency in rural governance. It allows village leaders to manage resources more efficiently and improves public service delivery. Overall, village head leadership plays a crucial role in shaping the success of rural governance. The interplay of leadership styles, governance frameworks, and technological advancements continues to evolve, offering new insights into effective local administration. For more detailed studies and insights, refer to specific works like Rini and Cahya [18].

2.5. Leadership Styles and Impact on Village Development

Leadership style plays a critical role in the success of village development programs. Research by Siregar and Muslihah (2019) suggests that a participative and democratic leadership style is most effective in rural communities. Village Heads who are approachable, empathetic, and willing to listen to the villagers' concerns are more likely to foster positive relationships and mobilize community support for development projects. In Pamijahan, the leadership of the Village Head is characterized by a warm, family-like approach. The community has well-received this style, as it fosters trust and cooperation. The Village Head's efforts to hold regular meetings with local neighbourhood units (RT and RW) demonstrate a commitment to transparent communication and including all stakeholders in the development process. This inclusive approach helps identify the needs of different community groups and ensures that development projects reflect local priorities.

Moreover, the collaborative leadership style enables the Village Head to leverage the strengths of various community groups, including youth organizations, women's groups, and elders, to drive development efforts. The study by Budi and Sari [6] confirms that when leadership is shared and distributed across different levels of society, development outcomes are more sustainable and reflective of the community's needs. The leadership of the Village Head in Pamijahan, as in many rural areas, is a vital component of the village development process. Effective leadership, characterized by participatory governance, transparent financial management, and community engagement, can significantly enhance development outcomes. However, resource constraints, political dynamics, and external disruptions require adaptive leadership strategies. Future research should explore the long-term impact of leadership training for Village Heads and the role of external support mechanisms in strengthening local governance. Additionally, examining the effectiveness of specific development programs in Pamijahan, such as infrastructure or health initiatives, could provide deeper insights into the role of leadership in shaping local outcomes.

In summary, the leadership of the Village Head in Pamijahan has been integral to the community's development. By fostering participatory governance, managing resources effectively, and maintaining strong community ties, the Village Head has helped advance village programs despite the challenges. However, continued efforts to strengthen leadership capacities and community involvement are crucial for sustaining the progress made thus far. Leadership in rural contexts is pivotal in shaping the trajectory of village development. Transformational, participative, and entrepreneurial leadership styles have been studied for their effectiveness in leveraging village potential and fostering sustainable growth. Transformational Leadership: Leaders employing this style inspire and motivate villagers to transcend self-interest for the greater good. This approach has enhanced community cohesion and encouraged innovation in local development initiatives. Transformational village heads foster a shared vision, which directly impacts improving infrastructure, education, and healthcare services within rural communities.

Participative Leadership: This style emphasizes involving community members in decision-making, particularly through mechanisms like the Village Development Planning Meeting (Musrenbangdes). Participative leaders improve transparency and empower villagers by making them stakeholders in development projects. Studies highlight that villages with participative leadership see more efficient management of funds and resources, boosting overall development outcomes. Entrepreneurial Leadership: Village heads with entrepreneurial capabilities focus on identifying and capitalizing on local resources, fostering small businesses, and enhancing economic self-reliance. This style is crucial in driving economic development by encouraging innovation and self-sufficiency in rural areas [19].

Impact on Development: Leadership styles significantly influence various dimensions of village development, including managing natural, human, and socio-cultural resources. Effective leadership leads to improved performance in areas such as education, health, and infrastructure development, which raises the living standard in rural communities.

3. Methodology

3.1. Research Type

The type of research conducted by the author is qualitative and qualitative research explains complex social phenomena while considering the context and individual interpretations. Qualitative research also utilizes flexible data collection techniques such as interviews, observations, and document analysis, and it employs holistic and descriptive analysis methods. This approach enables a deeper understanding of the subject's nuances and the underlying meanings behind social interactions, behaviours, and events within the research context.

3.2. Research Location

The research was conducted at the Pamijahan Village Office at Jalan KH. Abdul Hamid KM 08, Kampung Cilengkong RT.02/05, Pamijahan Village. The reason for choosing this location is to provide valuable insights for the Village Head based on the findings related to the leadership of the Village Head in the development of Pamijahan Village, Bogor. Additionally, it

is hoped that the results will contribute useful perspectives for peers on the importance of leadership in an organization and how it can help achieve the established goals. Focusing on the village setting, the research aims to offer practical suggestions and increase awareness about effective leadership in local government institutions.

3.3. Research Instruments

Research instruments are tools or means used to collect data in a study and research instruments are tools to obtain accurate and valid data. These instruments include questionnaires, interviews, observations, and tests and defines research instruments as tools researchers use during data collection. This study's research instruments include questionnaires, interview guidelines, observation sheets, and tests.

3.4. Analysis of Strengths, Weaknesses, Opportunities, and Threats (SWOT)

SWOT analysis is a strategic planning method used to monitor and evaluate an organization's external and internal environments for specific business objectives. To understand how the village management continues to progress and develop, below is an example of the SWOT analysis derived from the study (Table 2):

Table 2: Analysis SWOT

Strengths (S)	Weakness (W)	Opportunity (O)	Strategy (SO)	Strategy (WO)
<p>Good Emotional Control: The ability to manage emotions effectively is a crucial strength, especially for leaders and individuals in positions of responsibility. This ensures that decision-making remains rational, managing stress and minimizing conflicts.</p> <p>Good Relationships between Village Head, Staff, and Community: A strong relationship between the village head, staff, and the community is vital for smooth communication and collaboration. This fosters trust and a cooperative environment, making development projects and day-to-day governance more effective.</p> <p>Large Role of the Community in the Development Process: Community involvement in the development process strengthens the social fabric and ensures that development initiatives align with the community's needs. Active participation can</p>	<p>Funding Sources Blocked by the Pandemic: The pandemic has hindered access to funding sources, affecting the ability to implement development programs or projects effectively.</p> <p>Lack of Quality Human Resources (HR): A shortage of skilled and qualified human resources limits the potential for improvement and development within the community.</p> <p>Lack of Public Filtering of Information: The community has limited ability to filter and assess the information circulating, which can lead to misinformation and a lack of informed decision-making.</p>	<p>Natural Resources with Great Potential: The area has abundant natural resources with significant development and economic growth potential.</p> <p>Strong Collaboration with Various Agencies: Extensive cooperation with different institutions helps achieve common goals and supports development initiatives.</p>	<p>Enhancement of Natural Resource Potential through the Relationship Between the Village Head and the Community: The relationship between the village head and the community contributes to maximizing the potential of natural resources for local development.</p> <p>Improvement of the Village Development Acceleration Process through Collaboration with Other Institutions: Cooperation with other institutions has accelerated the development process in the village, fostering more efficient and impactful progress.</p>	<p>Memberikan pelatihan kepada masyarakat desa untuk meningkatkan kualitas SDM.</p> <p>2. Memberikan penyuluhan kepada masyarakat terhadap penyelewengan informasi yang beredar</p> <p>3. Memaksimalkan sumber dana Desa dari perusahaan yang sudah bekerja sama dengan desa.</p>

<p>lead to more sustainable and accepted outcomes.</p> <p>Adequate Natural Resources: Sufficient natural resources provide a solid foundation for development and economic activities. Proper management of these resources can drive local economic growth and improve the community's standard of living.</p>				
<p>Threats (T)</p>	<p>Strategi (ST)</p>	<p>Strategi (WT)</p>		
<p>The Prevalence of Misinformation Circulating in the Community: A significant amount of misinformation is circulating within the community, which can lead to confusion and misunderstandings.</p> <p>Development Funds for Roads are Managed Directly by the Neighborhood Units (RT/RW) at the Construction Site: The funds for road development are directly handled by the local neighbourhood units (RT/RW) where the construction occurs.</p>	<p>Controlling the Inflow and Outflow of Village Funds in the Implementation of Development: Ensuring proper monitoring and control over the village funds used for development projects to ensure transparency and accountability.</p> <p>Enhancing Education on Information Dissemination in the Development Process: Improving public awareness and education regarding the spread of information throughout the development process to ensure that the community is well-informed.</p> <p>Increasing Public Understanding of Development Fund Flow: Raising the community's understanding of how development funds are allocated and used to ensure transparency and trust in the development process.</p>	<p>Supervising Funds at Every Stage of Development: Monitoring the allocation and usage of funds at each stage of the development process to ensure proper management and accountability.</p> <p>Providing Education to Enhance Human Resources Knowledge: Offering educational programs to improve the knowledge and skills of human resources, ensuring a more competent workforce.</p> <p>Providing Guidance to Village Staff Regarding the Development Process: Giving direction and support to village staff to ensure they understand and effectively manage the development process.</p>		

SWOT analysis evaluates an object's internal and external factors, such as a company or an individual, in the context of developing its resources. Internal factors include strengths and weaknesses, while external factors include opportunities and threats. After listing the indicators for internal and external environmental variables and formulating them into S-O, S-T, W-O, and W-T strategies, the next step is to assign weights to each indicator. This is done by comparing the significance of one indicator to others. The maximum weight assigned to each category is 1 or 100%. This maximum weight is then distributed among all the indicators (Table 3).

3.5. Unit of Analysis

The unit of analysis refers to the entity selected as the subject of analysis in a study. The unit of analysis can be individuals, groups, organizations, or documents. The selection of the unit of analysis must be based on considerations about the relationship between the unit of analysis and the phenomenon being studied, as well as its relevance to the research objectives. Based on this definition, the units of analysis in this study are as follows: for the individual unit of analysis, the key informants and informants are chosen, while for the non-individual unit of analysis, PT Vanaya Cendekia Internasional is selected. The research results are based on the data collection process from informants and key informants conducted by the researcher using research procedures. This study uses a qualitative descriptive method for the case study in this paper. The qualitative descriptive method aims to thoroughly and deeply describe the social reality and various phenomena occurring within the community being studied, providing a detailed depiction of the characteristics, traits, nature, and models of the phenomena under investigation.

3.6. Leadership of the Village Head in Village Development

The findings show that the Village Head and village apparatus demonstrate concern for their development programs. The plans support this prepared and communicated to the community at the start of the Village Head's term. The Village Head's approach to leadership and coordination with the village staff can be considered very effective, ranging from the village staff to the neighbourhood leaders (RT and RW). This has a significant impact on accelerating the development process within the village. The good relationship and communication methods established by the Village Head with the village staff and the community also greatly influence the development process. This is evident in the active involvement of the community in each stage of the village development. Not only do community members earn income from the development work, but they also directly benefit, particularly from the road improvement efforts.

Table 3: Indicators for Weighting in 4 quadrants

No.	Indicators	Weight
1	Strength	1.00
	a. leadership that cares about employees.	0.2
	b. Harmony in relationships among employees.	0.3
	c. Comfort in the work environment.	0.2
	d. good relations between employees and the Village Head.	0.3
2	Weakness	1.00
	a. lack of initiative in performing tasks.	0.4
	b. An overly strong familial culture affects discipline and performance.	0.3
	c. Insufficient employee training.	0.3
3	Opportunity	1.00
	a. Effective collaboration if the organizational culture is managed professionally.	0.5
	b. Extensive cooperation with various institutions.	0.5
4	Threat	1.00
	a. A deeply ingrained sense of familial culture leads to frequent leniency toward suboptimal performance.	0.5
	b. The risk of task deviations arises from excessive leniency toward unfulfilled responsibilities.	0.5

After determining the weight of each indicator, the next step is to evaluate the extent of contribution or obstacle posed by each indicator toward achieving the objectives, particularly within a specific period of strategic planning. This evaluation is conducted by assigning a score from 1 to 5. For strengths and opportunities, a rating of 1 to 5 represents a range from *very low* to *very high*. For weaknesses and threats, a rating of 1 to 5 represents a range from *very high* to *very low*. Below is the Table 4 of total scores for each indicator:

Table 4: Total Score of Each Indicator

No.	Indicators	Score
1	Strength	
	a. leadership that shows care for employees.	3
	b. Harmonious relationships among employees.	4
	c. A comfortable work environment.	4
	d. good relations between employees and the Village Head.	4
2	Weakness	
	a. lack of initiative in completing tasks.	2
	b. An excessively strong familial culture affects discipline and impacts performance.	3
	c. Insufficient employee training.	3
3	Opportunity	
	a. Strong collaboration if the organizational culture is managed professionally.	3
	b. Extensive cooperation with various institutions.	4
4	Threat	
	a. A strong sense of familial culture leads to frequent leniency toward suboptimal performance.	2
	b. The risk of task deviation due to leniency toward unfulfilled responsibilities.	2

The next step after determining the scores or values for each indicator is to calculate the weighted value of each indicator by multiplying the weight by the score for each indicator. This process continues after identifying internal and external factors, weighting, and ranking. The weight is multiplied by the score for these factors. The weights are calculated on a scale from 0.0 (not important) to 1.0 (very important). The total weight for opportunities and threats is 1.00; the same applies to the total weight for strengths and weaknesses. The opportunity score ranges from 1 (below average), 2 (average), 3 (above average), to 4 (very good), based on the influence of the factor on the company’s condition and objectives. The opportunity and threat scores are always inversely related. For example, if the threat factor is larger, it is given a score of 4. Similarly, scores for strengths and weaknesses are assigned accordingly. After the weighted values for each indicator are calculated, the total of these weighted values is summed up. The final result from these four steps is the total weighted score for all categories of variables, as shown in the Table 5 below:

Table 5: Total Weighted Score

No.	Indicators	Weight	Score	Weighted Value
1	Strength	1.00		
	a. A leader who cares about employees	0.2	3	0.6
	b. Harmony of relations between employees	0.3	4	1.2
	c. Comfort of the work environment	0.2	4	0.8
	d. Good relations between employees and the village head.	0.3	4	1.2
	Total Strength			3.8
2	Weakness	1.00		
	a. Lack of initiative in performing tasks	0.4	2	0.8
	b. An excessively strong familial culture affects discipline and performance.	0.3	3	0.9
	c. Lack of employee training	0.3	3	0.9
	Total Weakness			2.6
	Total Factor Internal			6.4
3	Opportunity	1.00		
	a. Good collaboration, if the organizational culture is managed professionally	0.5	3	1.5
	b. Extensive collaboration with various institutions.	0.5	4	2.0
	Total Opportunity			3.5
4	Threat	1.00		

No.	Indicators	Weight	Score	Weighted Value
	a. A strong sense of familial culture leads to frequent leniency toward suboptimal performance.	0.5	2	1.0
	b. There is a risk of task deviation due to leniency towards unfulfilled responsibilities.	0.5	2	1.0
	Total Threat			2.0
	Total Factor External			5.5

3.7. Recapitulation of Weighted Scores

Weighted Score for Strengths = 3.8

Weighted Score for Weaknesses = 2.6

Positive Difference = 1.2

Weighted Score for Opportunities = 3.5

Weighted Score for Threats = 2.0

Positive Difference = 1.5

Based on the calculation of the weighted scores, the position of the Pamijahan Village office in the SWOT matrix with four quadrants can be described as follows:

Quadrant I: This position indicates that your organization is on track and in a strong position. You must focus on expanding, increasing, and accelerating the organization’s growth.

Quadrant II: If your organization is in this quadrant, you should be cautious. Although your organization’s position is relatively good, you will likely face future challenges. One strategy you can implement is diversification by seeking new opportunities that have not been explored yet.

Quadrant III: This quadrant reflects that the organization’s performance is below average, but opportunities remain. In this position, it requires the courage to change the strategy that has been in place, as the old methods are likely outdated.

Quadrant IV: Entering this quadrant indicates that the organization is no longer meeting expectations. In such a difficult situation, survival is needed while maintaining internal performance to keep the organization running. It is essential to be bold and quick in implementing breakthroughs so that what was once a threat can become an opportunity for the organization.

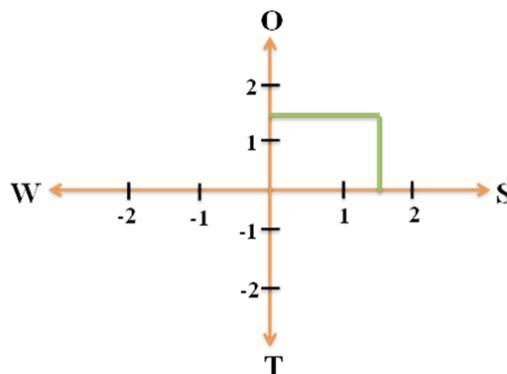


Figure 1: SWOT Matrix Quadrant Image

With Mark weighing factor strengths - weaknesses positive of 1.5 and the value weighed factor opportunities and threats positive of 1.2, then the Motivation strategy position on SWOT matrix Four Quadrant located in Quadrant I with a “ growth ” strategy. Thus, discipline in improving performance work at the Village Office Spawning in the development process is based on discipline as the strategy. This position proves that the Pamijahan Village Office has the opportunity to develop, which

means that the Pamijahan Village Office is in prime and stable condition, so it is truly possible to continue expanding, increasing growth and achieving maximum progress.

3.8. QSPM (Quantitative Strategic Planning Matrix)

After stage input analysis, internal and external environment through SWOT, stage further stage decision using QSPM. This technique, in a way, indicates which alternative strategy is best (Table 6). Several alternative strategies analyzed using QSPM are as follows:

- Improvement concerns leadership to be even for all employees.
- Prepare potential internal employees for development performance in the employee village.
- Control connection between employee and head village.
- Improve discipline and initiative.
- Control work to run professionally.
- Improvement concerns leadership to be even for all employees.
- Control attitude influential family on absence maximum results performance.

Table 6: QSPM Calculation

1	Strength	Weight	US	BAG												
	1. Have a caring leader to employee	0.2	5	1.0	4	0.8	5	1.0	5	1.0	5	1.0	5	1.0	5	1.0
	2. Harmony connection between employee	0.3	4	1.2	3	0.9	5	1.5	5	1.5	4	1.2	5	1.5	4	1.2
	3. Comfort environment Work	0.2	4	0.8	3	0.6	4	0.8	5	1.0	3	0.6	4	0.8	3	0.6
	4. Relationship Good between employees and heads of village	0.3	5	1.5	3	0.9	4	1.2	5	1.5	5	1.5	5	1.5	5	1.5
2	Weakness															
	1. The disadvantages of initiative in doing work	0.4	3	1.2	4	1.6	5	2.0	4	1.6	4	1.6	4	1.6	4	1.6
	2. Culture too much family make discipline influential to performance	0.3	4	1.2	3	0.9	5	1.5	4	1.2	3	0.9	4	1.2	4	1.2
	3. Lack of training employee	0.3	3	0.9	4	1.2	4	1.2	5	1.5	3	0.9	4	1.2	3	0.9
3	Opportunity															
	1. Work same good if the culture organization is under control with professional	0.5	5	2.5	4	2.0	4	2.0	4	2.0	4	2.0	3	1.5	5	2.5
	2. Work together a lot with various agency	0.5	4	2.0	3	1.5	3	1.5	4	2.0	3	1.5	4	2.0	5	2.5
4	Threat															
	1. Culture organization very strong family feelings result in notice on performance that has not been maximum	0.5	4	2.0	3	1.5	3	1.5	4	2.0	4	2.0	3	1.5	3	1.5
	2. Risks storage task consequence the amount notices not quite enough answers that have not been answered done	0.5	4	2.0	4	2.0	2	1.0	4	2.0	3	1.5	3	1.5	4	2.0
				16.3		13.9		15.2		17.3		14.7		15.3		16.5

Based on the results of the QSPM assessment, the order was obtained from the highest TAS value to the lowest. From the order the can, priority strategies are generated that can be implemented by the Village Office Spawning For increased performance of Work Employees. From the results of the QSPM analysis, the obtained priority alternatives are as follows:

- Improve discipline and initiative Work, namely 17.3, to increase stability between work One and others.
- A controlling attitude influences the family's absence maximum results performance, which is 16.5 because if discipline is in the family, this walk with good control will get maximum results.

- Improve good leadership for all employees, which is 16.3, because improvement in good leadership will make the Walk organization village regular.
- Improvement in concern leadership is important to all employees, namely 15.3. A concerned leader is very important because employees need a good leader to exemplify the implementation of good performance on interaction maximum that is intertwined.
- The control connection between an employee and the head village is 15.2 because If the connection between employees and the chief village controlled roll will produce productivity results performance.
- Control work to run professionally, which is 14.7, because of how work must be controlled to get results good job.
- Prepare potential employees for development performance in the village, namely 1, 3, and 9. Competent employees must be maintained and improved because they will help develop results from village work programs.

4. Conclusion

The paper aimed to assess the village head's leadership style and effectiveness in driving community development. Based on the findings, several key conclusions can be drawn. The village head plays a central role in determining the success of Pamijahan Village's development initiatives. Effective leadership is a crucial driver in mobilizing resources, coordinating community efforts, and ensuring that development programs align with the needs and priorities of the villagers. The study found that the village head's leadership style significantly influences the participation and cooperation of the community. The research highlighted that the village head predominantly adopts a transformational leadership style. This is characterized by the ability to inspire and motivate residents, foster a sense of shared responsibility, and encourage innovation in problem-solving. Through transformational leadership, the village head successfully creates a vision for the village's future and motivates stakeholders to work collectively towards achieving development goals. One of the most notable outcomes of the village head's leadership is the high level of community involvement in development projects.

The study revealed that the village head's open communication and inclusive approach fostered trust and cooperation among the residents. Community participation is evident in various initiatives such as infrastructure improvement, health programs, and educational activities. This collective effort has been instrumental in addressing local challenges and enhancing the quality of life for villagers. Despite the progress, the study identified several challenges the village head faces in leading Pamijahan Village. These include limited financial resources, bureaucratic constraints, and occasional resistance from certain community segments. The ability to navigate these challenges requires strong leadership, strategic planning, and adaptability. The village head's commitment to transparency and accountability has been crucial in overcoming some of these obstacles, but continuous efforts are necessary to maintain and build upon the current progress. The study demonstrated that effective leadership positively impacts the development outcomes in Pamijahan Village. Improvements in infrastructure, healthcare, education, and social welfare can be directly linked to the strategic initiatives led by the village head. For instance, the construction of roads and bridges has significantly improved connectivity, while health and education programs have enhanced the well-being and knowledge of the residents.

Based on the findings, the study recommends that future leadership in Pamijahan Village should adopt a participatory and inclusive approach, ensuring that all community segments are involved in decision-making processes. Focus on capacity-building programs to enhance the skills and knowledge of both the village head and the local community; Strengthen partnerships with external stakeholders, including government agencies, non-governmental organizations, and private sector entities, to secure additional resources and expertise; Implement mechanisms for continuous monitoring and evaluation of development projects to ensure they meet the intended objectives and are adapted to changing community needs. In conclusion, the leadership of the village head in Pamijahan Village serves as a critical factor in fostering sustainable development. The transformational leadership approach has mobilized the community and created a strong foundation for future growth. However, addressing existing challenges and leveraging opportunities for collaboration will be essential to sustain and accelerate the development process. The study underscores the importance of strong, visionary leadership in achieving holistic and inclusive development at the village level.

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