



Bomo Headman's Visionary Leadership In Improving The Performance Of Bomo Village Apparatus

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Abstract

Keywords:

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Bomo Village is a village located in Blimbingsari District, Banyuwangi Regency. This research is motivated by the high visionary leadership style of the Head of Bomo Village. So this study aims to describe the application of the visionary leadership style carried out by the Head of Bomo Village in improving the performance of the Bomo Village apparatus, whether the style applied is able to improve the performance of the Bomo Village apparatus. This study uses a descriptive qualitative research method. Data collection methods in this study are participatory observation, in-depth interviews, and documentation. While the data analysis technique used is an interactive data analysis model consisting of four paths, namely data collection, data reduction, data presentation, and drawing conclusions. The results of this study are the application of the Bomo Village Head's visionary leadership style which includes insight into the future, daring to act in achieving goals, being able to formulate a clear, innovative and proactive vision and being able to turn vision into action in order to create performance Bomo Village Apparatuses are successfully measured by quality of work, the quantity of work, timeliness and independence of the Bomo Village Apparatus increased because the Village Head consistently applied existing indicators.

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Introduction

In the era of globalization, the role of the state in economic development is the main key to improving people's welfare. The goal of economic policy is to create wealth. The role of a leader is very important in an organization because without a leader, an organization will simply fail. The task of a leader in an organization is to manage and mobilize a large number of people with different attitudes, behaviors and backgrounds to achieve stated organizational goals.

Leaders must be able to meet the requirements of implementing organizations, both government and private. Not only that, leaders also need to have better knowledge, good professionalism and rich experience than subordinates. In order to meet these criteria, it is important for a leader to continue to improve his knowledge, skills and personality so that he can motivate the people he leads to carry out activities or work according to the plans he has set. A person is called a leader if he is in an organization and the person is appointed or everyone in the organization agrees and recognizes that the person is a leader and the village head is one example of a leader.

The village chief is a village government official who has duties, functions, authority, rights and obligations to organize his village household and carry out tasks from the regional government and is assisted by village officials. Its implementation must be carried out as well as possible according to the signs that have been regulated normatively. Furthermore, village apparatus are part of the government administration in the village and have the task of assisting a village head in carrying out the duties and authority of the village head in carrying out the government of the village and the needs of the community in the village where he is assigned. In accordance with Law Number 06 of 2014 concerning Villages, it is explained that the authority to appoint and dismiss a member of the village government is the authority of a village head, however, in carrying out his authority, of course a village head must still comply with the regulations set out in the applicable laws or regulations.

Village apparatus are also part of the government in charge of public services who are responsible for services to the community where they work. A village official also participates in assisting the tasks carried out by a village head in providing services in accordance with what the local community wants. Therefore, all village apparatus are also required to have commitment, expertise, skills, sincere feelings and attention and also require a high level of care by a village official in order to carry out their duties, namely serving the community, because good village apparatus are those whose performance is good.

Performance itself can be interpreted as an achievement of work results in accordance with predetermined targets, for example a marketing person who is obliged to sell a product in large quantities within one month so that it is the obligation of a worker, as well as a village official who is obliged to have a target every time. work within a certain period of time. Performance is a requirement that must be met to create results obtained either in the form of value or quality. The results obtained can be in real form or in the form of numbers or data. A village official is also required to be able to carry out his duties well in order to create maximum employee performance.

The performance provided by employees will later be assessed by stakeholders. Performance assessment is a determinant of the success of a village official in providing services to the community in which his area works. The government's enormous attention in the field of development and village empowerment can be proven from the government's issuance of various basic policies regarding villages. Previously, Government Regulation Number 72 of 2006 was issued which handed over Village Fund Allocations (ADD) and 8 years later, in 2014, the government also passed Law Number 6 of 2014 concerning Villages.

The implementation of (Undang-Undang Desa, 2014) Number 06 of 2014 concerning Villages indicates that there is a fantastic village fund (DDS) for each village, thus making government Apparatus, especially Village chief and Village Apparatus, better understand the meaning of this regulation. If this policy ultimately can improve the welfare of the community, it will also automatically be able to improve the welfare of all village government administrators, which definitely contains demands for responsibility and performance accountability. It is very important that the village head and village apparatus in particular can increase their knowledge, insight and awareness in an effort to improve the performance of the village government. One of them is reflected in the quality of financial management, especially village finances, from planning to accountability. In carrying out their duties, a leader has different characteristics or leadership styles according to their abilities.

Leadership style itself is a pattern or behavior that is consistently displayed by the leader when influencing group members. A leader must apply a good leadership style that suits his members so that group members feel comfortable at work and their performance improves so that organizational goals can be achieved effectively and efficiently. (Putri, 2022) state that the leadership style is that achieving organizational goals the leader will use strategies that are preferred to be implemented. Leadership styles have many types, one of which is visionary leadership.

Visionary leadership is a type of leadership that is most effective in facing the challenges of change that occur in the era of globalization which is full of change. According to (Goleman. D. dkk, 2006) in the book translated by Purwoko said that visionary leadership is a leadership pattern that seeks to move people towards shared dreams with the impact of the most positive emotional climate and is most appropriate to use when change requires a new vision or when a clear direction is needed. Furthermore, (Hartono, 2020:19) explains that true visionary leaders cannot be separated from the vision they have and efforts to apply that vision effectively in the organization they lead. According to (Kemina, 2018:37) Visionary leadership is also defined as leadership whose main work is focused on engineering a future full of challenges. Then, become a superior agent of change and determine the direction of the organization who understands priorities, becomes a professional trainer, and can guide other personnel towards the expected work professionalism. To measure visionary leadership, an indicator is needed. The appropriate indicators to be used as a benchmark in this research include:

- a. Looking to the future

- b. Dare to act in achieving goals
- c. Able to formulate a clear vision
- d. Innovative and proactive
- e. Able to turn vision into action

Achieving organizational goals cannot be separated from the quality of human resources who play an active role in achieving organizational goals optimally. (Bangun, 2012:230) explains that improving performance is something that is desired by both employers and workers. Siregar (2022: 15) (Siregar, 2022:15) states that performance is the result obtained from someone who has carried out the work or tasks given by the leader according to the responsibilities given. Performance also explains the level of success of individuals and institutions in carrying out tasks. Another view from Nugraha, et al (2021) states that performance can basically be seen from two aspects, namely employee performance and organizational performance. Achieving organizational goals cannot be separated from the quality of human resources who play an active role in achieving organizational goals optimally.

To measure performance, there are 4 performance indicators put forward by (Robbin & Judge, 2015: 260) who suggest that the indicators for measuring individual employee performance are:

- 1) Quality
- 2) Quantity
- 3) Timeliness
- 4) Independent

In the initial observations that have been made, it was concluded that the things that can influence the performance of village apparatus are the village head's leadership style because when the village head chooses the right leadership style it will make changes to the performance of his village officials. With the high performance of village apparatus increasing like that, researchers want to research and find out how the visionary leadership style improves and maintains the performance of village officials. Based on the description above, the author is interested in creating the research title "Visionary Leadership Style of the Head of Bomo Village in Improving the Performance of Bomo Village Officials."

RESEARCH METHODS

This research uses a qualitative analysis method with interviews as the data collection method. In this research, the sampling technique used was snowball sampling. According to (Sugiyono, 2016) Snowball sampling is like a snowball that rolls over time and becomes bigger, which means that at the start of sampling the data source is small because the number is felt to be incomplete, it can become large so you look for other people who can be used as a source.

RESULT

The key informant with the initials DI and the additional initials S have provided information regarding several Visionary Leadership Styles applied by the Head of Bomo Village in improving the work performance of Village apparatus based on the theories and indicators explained in the previous chapter, as explained by the informant Dedy Irawan as follows :

a. Looking Towards the Future

Having an insight into the future is a leader who has the task of providing direction on how the organization will run well for a long cycle. This role is a role where the leader presents a vision, convincing picture or target for the organization as a future goal and involves employees. By setting a clear direction, organizational leaders can convey the vision by communicating it, motivating employees, and convincing employees that what they are doing is the right thing, and supporting participation at all levels and at all stages of the business towards a better future.

The Village Head acts as the leader in Bomo Village through determining the direction carried out by the Bomo Village government, namely providing direction in accordance with the village vision which wants to build good governance in order to create a prosperous community life and increase development that can facilitate the community. The following is an interview conducted by researchers with DI as head of financial affairs for Bomo Village. He stated that:

"The Village Head's strategy during this period of government is that all infrastructure in this village has almost reached 100%, meaning everything, whether in the form of roads, irrigation, farm roads or development that is directly related to the community, Insyaallah, hopefully by the end of the period it can be 100% completed (interview, 29 May 2023) "

Then it was added to the researcher's interview with a resident of Bomo Village, Mr. S, who stated that:

"Yes, it is good, as proven by the existing infrastructure in Bomo, 90% of which has been repaired during the current village head's term of office, so the roads can be used for the next few years. (interview, May 29, 2023)"

Based on the results of the interview, it can be concluded that the leaders in Bomo Village want to further improve developments that can improve the welfare of the people because seen from the vision of Bomo Village, it is to build Bomo Village together with the community to create a prosperous community life. In accordance with the results of researchers' observations, villages are the smallest units in a country.

b. Dare to take action to achieve the goals

Governance in Bomo Village is to hold village meetings involving community leaders, hamlet heads and village staff to find out what the community needs are which can then be realized. The welfare of the community depends on how brave the leaders in Bomo Village are in taking action to achieve their goals. Furthermore, an interview with DI as head of financial affairs stated that:

"The village head always comes earlier than his staff with the intention of making the village apparatus feel reluctant so that they follow suit and come early. If they don't come early, they will run the risk of having their monthly allowances cut. The impact is that now the village apparatus are more disciplined because they are afraid that their allowances will also be cut. (interview, May 29, 2023)"

Add an information by Mr. S as a resident of Bomo village who stated that:

"The current village head is strict about discipline, I say discipline because now the village government opens at 7 and goes home at half past 4 unlike before and the residents also receive the good impact. (interview, May 29, 2023)"

Based on the results of the interview, it can be concluded that the government in Bomo Village, especially the Village Head, is acting bravely in setting a good example first so that his subordinates will follow, but not only will they set an example but there will also be punishment if any of their staff violates them, such as cutting allowances.

c. Capable of Formulating a Clear Vision

The Village Head as the leader giving direction in Bomo Village through the village apparatus of the Bomo Village government has the task of providing direction in accordance with the village vision which wants to build good governance in order to create a prosperous community life and increase development that can facilitate the community. Therefore, the Village Head must be able to formulate a clear vision for Village development. The following is an interview conducted by researchers with DI as head of financial affairs for Bomo Village who stated that:

"The Village Head emphasized that the village vision is important, but what is much more important is that the implementation of the vision must be for the benefit of the community, so that our vision will be achieved, therefore the village head in the early days of his leadership consulted a lot with community leaders. (interview, May 29, 2023)"

This was reinforced by a resident of Bomo village, namely S, who said:

"When the Bomo Village Head was appointed at the meeting, he said that the vision was important, but the vision could just become a slogan if it wasn't implemented, so the village head gathered figures to ask in what direction the joint village development would be carried out, now it is clear because it is proven that Bomo Village is indeed better and progressing from before (interview, 29 May 2023)"

Based on the results of the interview, it can be concluded that the local government has tried to achieve the goal of improving the welfare of the people and is trying to realize the current needs of the community. Village apparatus must

be loyal and encourage each other in carrying out their tasks and have a sense of responsibility and discipline so that the village vision is achieved.

d. Innovative and Proactive

A leader must have innovation or new ideas in governing, then a leader must also be proactive in taking action for the village apparatus and residents he leads, and a leader must also be able to invite subordinates/people he leads to be involved in implementing the innovation and implementing the vision to achieve common goals. achieved. This is what the Bomo village officials, Brother DI, felt, he stated that:

"The village head's breakthrough is pushing digital services and because technology is not his area of expertise, the village head often asks younger people for input regarding the development of digital services, and the village head always asks his residents to criticize and provide suggestions regarding their ideas and performance. . (interview, May 29, 2023)"

Continued by DI if :

"Now there are online services, as well as regular meetings which are always held by the Village Head together with the apparatus, so every time there is an activity the Village Head always invites the meeting to be coordinated together and the apparatus can provide criticism and suggestions during the meeting. (interview, May 29, 2023)"

From the interview it can be concluded that the Head of Bomo Village can be said to have shown an innovative and proactive side, the Village Head realizes that innovation may not come from him but can also come from residents and village officials, therefore he is always open and proactive in meetings and accepts criticism and suggestions. for the prosperity of the residents of Bomo village. Based on data from participatory observation, in-depth interviews, and documentation with key and complementary informants, it was concluded that this is in accordance with the Visionary Leadership Style indicators from (Hartono, 2020). Innovative and proactive in discovering 'new worlds'. Helps change from conventional ways of thinking (old mental maps) to a new, dynamic paradigm. Make breakthroughs in creative and productive thinking (out of the box thinking). Be more anticipatory in taking steps to change rather than just being reactive to events.

e. Able to Change Vision into Action

Development plans in a government will not run smoothly without the actualization of the vision into action in the form of community cooperation for prosperity, likewise in Bomo Village, development will not run smoothly without the Village Government taking action with the community. Based on the results of interviews, researchers with several informants in Bomo Village are very enthusiastic about collaborating with the local government, especially in the infrastructure sector, as stated by DI as Head of Financial Affairs in Bomo Village who stated that:

"The Village Head invites all his subordinates to focus on their respective tasks. If there are tasks, they are also completed on time. Community satisfaction is the main thing so that the existing vision can be achieved by

working together. The village head always reminds this at every opportunity or during meetings. (interview, 29 May 2023)”

Then this statement was strengthened by Mr. S as a resident of Bomo Village, stating that:

“Many actions have been taken, for example, infrastructure, and now Ria Bomo Beach is busy with visitors because Ria Bomo Beach is now shadier and more beautiful, thanks to the village head who is enthusiastic about seeking help from top colleagues he knows. This makes the local community's economy improve because the village is busy with visitors. (interview, May 29, 2023)”

From this interview, it can be concluded that the Village apparatus and the local community are very enthusiastic about getting involved in development in Bomo Village because the Village Head takes real action in carrying out the Village's vision to prosper the community. Based on data from participatory observation, in-depth interviews, and documentation with key and complementary informants, it was concluded that this was in accordance with the Visionary Leadership Style indicators from Hartono (2014:31). Able to turn vision into action, explain well the meaning of the vision to others, and be personally committed to the vision.

Quality of Work of Bomo Village Officials

Work Quality is how efficiently the time is used at work to achieve or complete the work completely. The performance of Village Apparatus is measured by the Head of Bomo Village, namely Mr. Ir. Sutikno as follows:

“My way of measuring performance is of course the work completed by my subordinates (Village Officials), meaning that work is completed on time, which means there is discipline and responsibility from village officials. (interview, May 29, 2023)”

Furthermore, the Head of Bomo Village explained that all components are important, but the most important component in the quality of work is loyalty because as time goes by, there is a lot of work in the village, so the Village Head always reminds my subordinates to cooperate with each other if their colleagues' work is not finished yet so they want to help mutual cooperation. For example, it just happened that one of the village apparatus had a celebration so he took a few days off but the work in the village continued because coincidentally there was monitoring from the sub-district, so it was the task of the officials who had permission to do it or were directly assisted by their colleagues. Therefore, no work is hampered. The community as the subject served also provides an assessment of the performance of the Bomo Village Apparatus as follows:

“You can feel that the service provided is always fast and made easy via online. (interview, May 29, 2023)”.

From the results of the interview above, it can be concluded that the performance of the Bomo Village apparatus in terms of work quality has improved

and made the people of Bomo Village and the Village Head happy. From the results of observations and interviews with key and complementary informants, it was found that this is in line with the indicators for measuring performance proposed by (Robbin & Judge, 2015). Results Work quality is measured from employee perceptions of the quality of work produced as well as task perfection regarding skills and abilities employee. Quality of work shows the extent to which an employee carries out their duties including accuracy, completeness and neatness. Work quality can be measured through accuracy, completeness and neatness. What is meant by accuracy is accuracy in carrying out tasks and work, meaning that there is conformity between the activity plan and the targets or objectives that have been set.

f. Quantity of Work for Bomo Village Apparatus

Work Quantity is how much work can be completed by Village apparatus in achieving or completing the work completely in units per time. Measuring the quantity of work of Bomo Village apparatus is regulated by the Head of Bomo Village, namely Mr. Ir. Sutikno He stated that the quality of work is regulated by:

"Of course, by dividing the work according to their respective duties and responsibilities because each device has been informed of their duties and knows where their respective skills are, this way the existing work can be completed on time. (interview, May 29, 2023)"

In addition to the statement from the community, namely Brother S, regarding the assessment of the quantity of performance of the Bomo Village Apparatus, he stated that:

"It's good now to make a certificate, it only takes 2 minutes to make a KK, KTP can also be done through the village, no need to go to Banyuwangi. (interview, May 29, 2023)".

From the results of the interview above, it can be concluded that the performance of the Bomo Village apparatus in terms of quantity of work has increased and made things easier through the division of main tasks and functions regulated by the Village Head and the spirit of mutual cooperation in solving problems. From the results of observations and interviews with key and complementary informants, it was found that this is in line with the indicators for measuring performance proposed by (Robbin & Judge, 2015). Paired with numbers, quantity is the amount produced, expressed in terms such as number of units, activity cycles completed. Quantity of work is the amount of work carried out by an employee in a certain period. This can be seen from the results of employee work in using a certain time and the speed in completing their tasks and responsibilities. Thus, the quantity of work can be seen from the amount of work and use of time.

g. Bomo Village apparatus Timeliness

It is the level of activity completed at the beginning of the stated time, seen from the point of coordination with output results and maximizing the time available for other activities. This is where the activity can be completed or a production

result can be achieved, at the beginning of the specified time while coordinating with other results and maximizing the time available for other activities. then the timeliness of the Village Apparatus is assessed by the Head of Bomo Village, Ir. Sutikno as follows:

"From small things during my time as village head, I taught and it started with me, that is, I set an example to come early to the village so I taught discipline, but not with words but my actions first, who came early, then my subordinates will definitely follow these good things. If I'm already on time when I arrive at work, then being on time when it comes to work will also become a habit for my staff. Moreover, tasks have been divided according to each position and expertise." (interview, 29 May 2023).

Then it was added by you as a resident of Bomo Village who stated that: "The punctuality of village apparatus is very good, just like the answer above. You can do any service through the village, unlike in the past when you had to go to the sub-district, etc." (interview, 29 May 2023).

From the results of the interview above, it is known that the punctuality of Bomo Village apparatus has improved during the leadership of the Village Head, Ir Sutikno, who taught that on time is the main thing in service. From the results of observations and interviews with key and complementary informants, it was found that this is in line with the indicators for measuring performance proposed by (Robbin & Judge, 2015). Timeliness is the level of activity completed at the beginning of the stated time, seen from a coordination point of view. with output results and maximize the time available for other activities. This is where the activity can be completed or a production result can be achieved, at the beginning of the specified time, simultaneously coordinating with other product results and maximizing the time available for other activities.

b. Independence of Bomo Village Apparatus

It is the level of an employee who will later be able to carry out his work functions, work commitment. This is a level where employees have a work commitment to the agency and employee responsibilities towards the office. Where independence is an attitude that allows a person to act freely, do something on his own impulse and for his own needs without the help of others, as well as think and act creatively and full of initiative, able to influence the environment, have self-confidence and obtain satisfaction from his efforts. So the following is an explanation from the Head of Bomo Village regarding the Independence of Bomo Village apparatus as follows:

"Just as above, village apparatus already know their respective duties and functions, but as a superior, I also provide several trainings from trusted sources to cultivate or hone the skills and duties of each apparatus so that they become smarter and more understanding, thereby creating independence. (interview, May 29, 2023)"

Then the community also assessed through interviews with Mr. S, namely: "It's very good, just like the answer above, you can do any service through the village, unlike in the past where you had to go to the sub-district, etc. (interview, May 29, 2023)".

From the results of the interview above, it is known that the independence of the Bomo Village Apparatus has been well assessed by the Village Head and the Bomo Village community, however, there is still a need for supervision and improvement of expertise so that the services and performance of the Village Apparatus can be maximized in the future. From the results of observations and interviews with key and complementary informants, it was found that this is in line with the indicators for measuring performance proposed by Robbins & Judge (2016: 260). Independence is the level of an employee who will later be able to carry out his work functions, work commitment. This is a level where employees have a work commitment to the agency and employee responsibilities towards the office. Where independence is an attitude that allows a person to act freely, do something on his own impulse and for his own needs without the help of others, as well as think and act creatively and full of initiative, able to influence the environment, have self-confidence and obtain satisfaction from his efforts.

DISCUSSION

One measure of the success of an individual, team or organization is its performance. If the performance is high or good, it is declared successful. If it is lower than the standard or decreases, it is said to be not or less successful. The importance of this performance is demonstrated by companies and community business units in running and developing their businesses.



Figure 4.8 Head of Bomo Village in the Land Certificate Making program throughout Bomo Village

(Source: Researcher Documentation, May 20, 2023)

Figure 4.8 above is documentation of the Head of Bomo Village regarding his success in carrying out the PTSL project, namely registration of land certificates. This is included in the mission of the Head of Bomo Village so that the community's land is registered clearly so that problems do not arise regarding land boundaries. This program also eases the burden on the community concerned. costs because deferred costs are relatively cheap compared to taking care of it yourself.

This is a real example of Hartono's theory of visionary leadership style, namely being brave enough to be able to turn vision into action. The PTSL creation program is one of the Village Head's campaign promises and is also one of the missions in the Village Head's work program to realize the welfare of Village farmers. Bomo to obtain legality over the land they own.

4.3.1 The Visionary Leadership Style of the Bomo Village Head

Considering the importance of leadership as a determining factor in the success or failure of an organization and business. Village governments, like central and regional governments, are required to provide maximum service to residents and be able to respond to the increasingly high demands of the community, both in terms of quality and quantity. The village government consists of the village head and village officials, but this research will focus more on the relationship between the leadership of the village head in improving the performance of Village Apparatus in carrying out government duties and in providing services to public. This is because the performance of village apparatuses led by the Village Head. To find out how the visionary leadership style of the Head of Bomo Village improves the performance of Bomo Village Officials, researchers used 5 indicators of visionary leadership according to (Hartono, 2020), namely:

a. Looking Towards the Future

Based on the results of observations and interviews, it can be concluded that the leader in Bomo Village (Village Head Ir. Sutikno) wants to further improve developments that can improve the welfare of the people because seen from the vision of Bomo Village, it is to build Bomo Village together with the community to create a prosperous community life. In accordance with the results of researchers' observations, villages are the smallest units in a country. According to Law No. 6 of 2014, it is emphasized that villages have the authority to carry out government, development and community affairs. These development activities are prepared and carried out together with the community through village meetings. The development plan is stipulated in the RKPD (Village Government Work Plan) which is then used as a reference in determining and establishing the APBD (Village Income and Expenditure Budget). Based on data from participatory observation, in-depth interviews, and documentation with key and complementary informants, it was concluded that this is in accordance with the indicators of the Visionary Leadership Style from (Hartono, 2020), namely a leader with an eye towards the future, acting as a motivator, oriented towards the best performance for empowerment, the ability to provide systematic concrete direction.

This proves that he has insight into the future, namely by making a lot of effort by asking for help in improving infrastructure from the Public Works Department (PU) and even political officials because infrastructure development is something that is really needed by the people of Bomo Village both now and in the future. This is in line with the results of previous research from Ginting (2021) which also showed the visionary leadership of the head of the madrasah in Darul Qur'an District. Percut Sei Tuan makes teachers more innovative in developing their learning methods. This also happens to Bomo village officials.

b. Dare to act in achieving goals

Based on the results of observations and interviews, it can be concluded that the government in Bomo Village, especially the Village Head, acted bravely in setting a good example first so that his subordinates would follow, but not only did they set an example but there would also be punishment if any of his staff violated them, such as having their allowances cut. The goal to be achieved is how the local government can realize developments not only physically but also mentally and develop village officials.

Based on data from participatory observation, in-depth interviews, and documentation with key and complementary informants, it was concluded that this is in accordance with the Visionary Leadership Style indicators from (Hartono, 2020), namely daring to act in achieving goals, full of self-confidence, no doubts and always ready. face risks. At the same time, visionary leaders also show careful, precise and accurate calculations. View resources, especially human resources, as very valuable assets and provide good attention and protection to them.

The real change that has occurred in Bomo Village Staff is increased discipline in working hours, the Village Head emphasized that services must be opened at 08.00 and rest hours are 11.30 to 13.00. If there are employees who have not opened services at that time, the Bomo Village Head will cut staff allowances. Village as a team, this makes all Bomo Village apparatus remind each other about working hours and the impact is that the community gets certainty about the service hours at the Bomo Village Office.

c. Capable of Formulating a Clear Vision

The Village Head as the leader giving direction in Bomo Village through the village apparatus of the Bomo Village government has the task of providing direction in accordance with the village vision which wants to build good governance in order to create a prosperous community life and increase development that can facilitate the community. Therefore, the Village Head must be able to formulate a clear vision for Village development.

Based on data from participatory observation, in-depth interviews, and documentation with key and complementary informants, it was concluded that this is in accordance with the Visionary Leadership Style indicators from (Hartono, 2020). Able to formulate a clear, inspirational and inspiring vision, managing 'dreams' into reality invite others to change, move to a 'new place'. Able to inspire, motivate others to work more creatively and work harder to get better situations and conditions. The Village Head emphasized that the vision being implemented was not the village head's vision but rather the vision of Bomo Village itself. By

formulating a vision together, the Bomo village community participated in contributing ideas for development.



Figure 4.9 Deliberation in Bomo Village with PKK Women in Bomo Village
Source: Researcher Documentation, 22 May 2023

From figure 4.9, the activities of the Bomo Village Head are fortunate to participate in contributing ideas and conveying them directly to the Village Head and Village Apparatus so that they can evaluate which ones are more priority. The Head of Bomo Village held a Village Conference with the PKK Women's group, there the Village Head discussed with the women about development ideas and ending stunting with the community, Bomo Village apparatus got ideas for solving and household needs for the stunting eradication program provided from the community and conditions occurring in the field. The community has contributed to the formulation of the vision for Bomo Village in eradicating stunting and in the direction of village development policies.

d. Innovative and Proactive

A leader must have innovation or new ideas in governing, then a leader must also be proactive in taking action for the village apparatus and residents they lead, this is what the Bomo village apparatus feel. Based on data from participatory observation, in-depth interviews, and documentation with key and complementary informants, it was concluded that this is in accordance with the Visionary Leadership Style indicators from (Hartono, 2020) Innovative and proactive in discovering 'new worlds'. Helps change from conventional ways of thinking (old mental maps) to a new, dynamic paradigm. Make breakthroughs in creative and productive thinking (out of the box thinking). Be more anticipatory in taking steps to change rather than just being reactive to events.

In practice, the Bomo Village Head is proactive in asking and entrusting young people from the Bomo Village apparatus to design and implement a digital-based service system in the Village. The Village Head is aware that the realm of technology is better understood by young people, therefore he entrusts and supports innovative ideas. implemented by young people in creating progress for Bomo Village. A concrete example of the application of innovation carried out by young Bomo Village Staff is the installation of wifi in the Village Hall for people to

access village services online, making services faster and connected directly to the network.

e. Able to Change Vision into Action

A government's development plans will not run smoothly without some form of cooperative action between the community and the government, and in Bomo Village, development will not run smoothly without any form of action from the Village Government with the community. Therefore, the action taken by the Bomo Village Government is to evaluate what is needed in the vision, then include it in the village budget and then realize it together so that no one is left behind. Based on data from participatory observation, in-depth interviews, and documentation with key and complementary informants, it was concluded that this is in accordance with the Visionary Leadership Style indicators from (Hartono, 2020) Able to turn vision into action, explain well the meaning of the vision to others, and personally very committed to that vision.

According to Lilantoyo (2010) vision is a mental model of a future state that is built based on reasonable speculation and reasonable assumptions about the future which are influenced by ourselves. However, the best vision is one that is implemented or accompanied by action, such as that carried out by the Head of Bomo Village in realizing a prosperous Bomo Village through development.



Figure 4.10 Process of Handing over Fish Seed Assistance

Source: Researcher Documentation, 30 May 2023

Figure 4.10 is one of the actions of the Head of Bomo Village together with Mr. Haji Sugirah in releasing fish seeds for fish farmers in Bomo Village so that they remain sustainable and can also benefit the community. This is a concrete example of Hartono's theory of visionary leadership style, namely being brave enough to be able to turn vision into action by increasing agricultural and fisheries yields and the village head created this program by distributing fish seeds to increase fish harvests.

4.3.2 Village Apparatus Performance

According to (Bangun, 2012) explains that improving performance is something that is desired by both employers and workers. To measure the performance of Bomo Village Officials, researchers used 4 performance indicators from (Robbin & Judge, 2015) who stated that the indicators for measuring employee performance are:

a. Quality of Work

Work quality is measured by employee perceptions of the quality of work produced as well as the perfection of tasks regarding employee skills and abilities. Quality of work shows the extent to which an employee carries out their duties including accuracy, completeness and neatness. Work quality can be measured through accuracy, completeness and neatness. Accuracy is accuracy in carrying out tasks and work, meaning that there is conformity between the activity plan and the targets or objectives that have been set.

The quality of work of the Bomo Village Apparatus based on the results of observations and in-depth interviews with key and complementary informants was found to have increased in quality when compared to previous years where the Bomo Village Apparatus had good quality of work because the community could request services online because there was an application provided for the community so services can be provided anytime and anywhere, especially now that everything is digital, so the Bomo Village Office includes updates in the quality of its services. The community is satisfied with this because with this digital service, people who are outside the city can also apply for services without having to come to the Bomo Village Office because all services can be done remotely, even completed files will be sent to the application so people can download it then print.

According to (Bangun, 2012) improving the quality of work is also something that is desired by both employers (Village Offices) and workers (Village Staff). The improvement in the quality of work carried out by Bomo Village Staff is reflected in the caring and responsive attitude of Bomo Village Officials, where this attitude has an impact on improving the quality of services for the community in Bomo Village. This increase in work quality has had a positive impact on Bomo Village apparatus in terms of work assessment as assessed by the Bomo Village Head and the community. The community as recipients of services feel increasingly satisfied with the performance carried out by the Bomo Village apparatus, even though Bomo Village is in the interior but is always updated with the information available at the center.

b. Quantity

Quantity is any form of unit of measurement that is related to the amount of work output and is expressed in terms of numbers or that can be matched with numbers and the amount produced. In terms of quantity, Bomo Village is already good because the quality of the work provided has improved online, so the preparation of population information must also be fast, as said by Brother S, a resident of Bomo Village, that making a Family Card only takes 2 minutes. The speed of service is achieved because of the clarity of the main tasks and functions that have been emphasized by the village head so that each device can focus so that the results obtained are maximized.

According to (Bangun, 2012) increasing the quantity of work is also something that is desired by both employers (Village Offices) and workers (Village Staff). The increase in the quantity of work carried out by Bomo Village Staff is reflected in the minimal overtime carried out by Bomo Village apparatus because the work is completed during routine working hours. The Head of Bomo Village felt and considered this to be good because it streamlined the budget for overtime. In addition, in terms of services to the community, increasing the quantity of work makes the community as service recipients feel increasingly satisfied with the performance carried out by Village apparatus because of their good performance. For example, processing KTPs and Family Cards in Bomo Village, which used to be handled by residents in the past, can take weeks, now it only takes a few weeks. 2 minutes to fill in the data and 3 working days the KTP and KK can be collected.

c. Timeliness

Timeliness is the level of activity that is completed at the beginning of the stated time and is seen from the perspective of coordinating with output results and maximizing the time available for other activities. From the results of observations and interviews with key and complementary informants, it is known that the punctuality of Bomo Village apparatus has improved during the leadership of Village Head Ir. Sutikno taught that on time is the main thing in service. So Bomo Village apparatus always arrive early, that is, every day they open at 07.00 WIT and for late arrivals the maximum is 07.30 WIT. If they are late they will be reprimanded directly by the Head of Bomo Village. The same thing was conveyed by Bomo Village resident, Brother Suharisman, that the service has become faster and easier, making the residents of Bomo Village feel satisfied because when residents want to carry out services, the village apparatus is ready during working hours, it doesn't make residents wait a long time and even feel disappointed because the Village Office still hasn't Opening and writing correspondence only takes a short time.

According to (Bangun, 2012), increasing the speed of work is also something that is desired by both employers (Village Office) and workers (Village Staff), plus (Mufid, 2021) explain that the supporting factors in providing services to village communities are fast and responsive to complaints from the community in terms of services to the community, increasing the speed of work means that the benefits are felt by the community as service recipients because they have fixed hours for the services provided by the Bomo Village Office. For Bomo Village Officials, punctuality provides benefits, namely certainty of working hours and also a good assessment from the community and also the Head of Bomo Village. For the Head of Bomo Village, punctuality provides a guarantee that the work program and services provided will run according to time, which has a positive impact in terms of the budget and assessment of the District.

d. Independent

Independence is the level of an employee who will later be able to carry out his work functions, work commitment. This is a level where employees have a work commitment to the agency and employee responsibilities towards the office. Where independence is an attitude that allows a person to act freely, do something on his own impulse and for his own needs without the help of others, as well as

think and act creatively and full of initiative, able to influence the environment, have self-confidence and obtain satisfaction from his efforts. From the results of the interview above, it is known that the independence of the Bomo Village Apparatus has been well assessed by the Bomo Village Head and the Bomo Village community, but there is still a need for supervision and improvement of expertise so that the service and performance of the Bomo Village Apparatus can be maximized in the future.

A concrete manifestation of the work independence of Bomo Village apparatus is that each staff is aware of their respective main tasks and functions so that each Bomo Village Apparatus has a sense of responsibility for their respective duties. Apart from that, the benefit for the community is also having a skilled and professional Bomo Village Apparatus who takes care of affairs in the Village, then the benefit for the Bomo Village Head is getting staff who are experts and can be trusted for the long term.

According to (Bangun, 2012), increasing work independence is also something that is desired by both employers (Village Office) and workers (Village Staff), in addition, according to (Mufid, 2021), in terms of services to village communities, increasing work independence for Bomo Village Officials. making the community as service recipients feel increasingly satisfied with the performance carried out by the Bomo Village Apparatus because the service is getting faster and without obstacles.

CONCLUSION

Based on the results of observations and interviews of researchers with resource persons, the researchers have conclusions about this research, namely:

- a. The visionary leadership style of the Head of Bomo Village (Ir. Sutikno) in leading Bomo Village has been considered successful by Village apparatus and the Village community who consider that of the five indicators of Mr. Ir.'s visionary leadership style. Sutikno has done everything well.
- b. The increased performance of Village Apparatus is measured from 4 indicators, namely quality, quantity, timeliness and independence, which has gone well. This is because the Village Head has set a good example to Village Apparatus regarding discipline and punctuality so that the performance of Village Apparatus is considered to have improved by the Village Head and the Community.

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