

ARTICLE

Transformational Leadership and Motivation on Community Performance

Case Study on Village-Owned Enterprise (BUMDes) Organization in Semarang District Central Java

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Abstract: Transformational Leadership in an organization has a significant influence on the success and dynamics of an organization. Village-Owned Enterprise (BUMDes) as an organization is expected to increase the Village's original income and prosper the village community, based on the mandate of Law no. 6 of 2014. In the increasingly rapid corporate competition, several problems are often faced by business actors. In terms of capital in developing a business, based on this phenomenon, BUMDes are presented and built in the form of an organization with a spirit of togetherness in exploring and recognizing Village Potential. Therefore, one way to succeed in development in village income is to increase village income. The amount of village income is influenced by the performance of BUMDes in managing and maximizing existing assets in the Village. The purpose of writing this literature study is to identify Transformational Leadership in improving the performance of Village Owned Enterprises (BUMDes). The method used a literature study. The results obtained are to measure the influence of Transformational Leadership and Motivation on Community Performance. This study concludes that Leadership in the management of BUMDes in Semarang Regency can reflect Transformational Leadership.

Keywords: transformational leadership; motivation; community performance

1. Introduction

Villages are the smallest governance unit of the country, closest to the community, and directly deal with the community's needs for prosperity (Supriyanto, 2021). According to the Village Law (Law No. 6 of 2014) Village is a unitary legal community that has territorial boundaries, which is authorized to regulate and manage government affairs, the interests of local communities based on community initiatives, rights of origin, and traditional rights recognized and respected in the system of Government of the Unitary State of the Republic of Indonesia (NKRI). As a representative of the state, the Village is obliged to develop physical growth and human resource development to improve the quality of life and life for the most excellent welfare of the villages.

Village economic growth is often considered slow compared to urban economic development. To improve this, two approaches are needed: a) The need for the community in making efforts to change and prevent unwanted things, and b) Political will and the ability of the village government along with the community in implementing the development planning that has been prepared.

One of the efforts that can be done is to encourage the economic movement of the Village through village entrepreneurship, where village entrepreneurship becomes a strategy in the development and growth of welfare. Entrepreneurship of this Village can be accommodated in Village Owned Enterprises (BUMDes) developed by the government and village communities. BUMDes is a business entity whose entire or most of its capital is owned by the Village through direct investment derived from the wealth of the separated villages to manage assets, services, and other businesses for the maximum welfare of the village community (Law No. 32 of 2004). The Government further supports this with PP No. 47 of 2015, which states that the Village can regulate resources and development direction. This opens up opportunities for villages to be autonomous in the management of both Government and economic resources.

As the smallest unit of the country, the Village directly touches the needs of the community. Indonesia has 74,093 villages, of which more than 32 thousand villages fall into the category of disadvantaged villages (Wijaya & Sari, 2019). One strategy to overcome this is to realize village entrepreneurship, where resources and facilities are provided spontaneously by the village community to change the condition of rural saudades. The issuance of Law No. 6 of 2014 and the issuance of PP No. 47 of 2015 requires an independent and autonomous village to manage its resources where BUMDes are expected to improve the rural economy (Anggraeni, 2016).

On the other hand, the Village has limitations. In this case, the social capital of the Village is greater than the economic capital. Social capital in question is social ties, social bridges, and social networks. However, this social capital is parochial (limited) as the shallowest social capital and cannot facilitate economic development (Mariana et al., 2020). Based on this, it is necessary to review the role of BUMDes in improving the welfare of the village community.

The Village Head's leadership role remains crucial in BUMDes because it can determine the direction, objectives, and policies for the future course of BUMDes. Therefore, the aspects of transformational Leadership of a leader that has been widely studied in private companies and government organizations also need to be analyzed in this "new" organization, namely BUMDes. For this reason, the researcher entitled this research Transformational Leadership and Motivation on Community Performance: a case study on Village-Owned Enterprise (BUMDes) Organization in Semarang Districts Central Of Java (Supriyanto et al., 2021).

This can be seen from the village head's role in supervision and the coordinator in business activities within a village. In addition, the role of the village head as a public servant and community protector is one of the keys to the increasing level of living standards of the community, especially in the economic sector. Based on one of the obligations of the village head, namely, improving the welfare of the community, it is clear that the role of the village head is to help the community to build a more independent and progressive community in an economy is very important. The village

head in the community's economic development, especially in this case, is directed at the village community, such as carrying out coordination and evaluation on all activities and businesses in the Village. Accountability is the main factor in the economic development of the village community. The role of the village head in coordination and in terms of evaluating all activities or businesses located in the Village is also vital in improving the quality of village business management, such as in the direction of Village Owned Enterprises (BUMDes).

By seeing the situation based on the general field and the above legal views and the title that exists about the village head's role in managing Village Owned Enterprises (BUMDes) in the Village Semarang Regency, a problem arises the role of the village head. In this case, concerning the management of Village Owned Enterprises (BUMDes) that are being run in the Regency of Semarang, how BUMDes in Semarang district has existed before in the last five years from the current time, in the sense that if it is restored that time, then BUMDes in Semarang district was established at the end of 2009 until the end of 2015, during that period had made work programs, BUMDes management, and future business plans. (Kenawy, 2015).

2. Methods

This study applies a qualitative descriptive research method. Qualitative research is conducted because the researcher wants to reveal the unquantifiable and descriptive phenomena such as the process of a work step, the formula for a recipe, the notions of a variety of concepts, the characteristics of a good and service, pictures, styles, the procedures for culture, the physical model of an artifact and so on (Çoban, 2016). This study prioritizes the search for understanding rather than measurement. In qualitative research, the main instrument is the researcher himself. Then, after the survey's focus becomes apparent, it is possible to develop a simple research instrument (Duncan, 2020). Furthermore, he also said that qualitative research is more inductive and emphasizes meaning rather than generalization.

Furthermore, qualitative descriptive research describes existing phenomena, both natural and human engineering, which pay more attention to characteristics, quality, and linkages between activities (Bryman, 2017). Besides, descriptive research does not manipulate, change or add treatment to the variables studied but instead described a condition as it is. The only treatment added was the research, which was carried out through observation, interviews, and documentation.

From some of the arguments above, qualitative descriptive research is considered capable of observing all phenomena as they are, naturally and without any treatment of the transformational leadership concept applied by the Village Head in Semarang Regency in his role as one of the important figures behind the success of BUMDes.

The research location took place in Semarang Regency. Sources of data used in this study are primary data and secondary data. Primary data is data that researchers collect directly from the first source (Suryabrata, 1983). The author obtained preliminary data through interviews with several sources and direct observation. Interviews were conducted with the Village Head (code: KD), BUMDes Director (code: DirBum), BUMDes operational employees (2 people; code: POBum1 and POBum 2) employees at one of the BUMDes business units (2 people; code: Kary1 and Kary2). In this study, the interviews were in-depth interviews, namely interviews that still used interview guidelines, but their use was not as strict as structured interviews. Primary data collection in this study was conducted in November 2018-January 2019. Researchers' secondary data are news and supporting articles obtained from online and offline media and several legal products in the form of laws and regulations from the central Government to the Government. Semarang Regency, which supports the existence and operation of BUMDes.

The data analysis technique reduces the data to summarize, select main things, focus on essential items, and look for themes and patterns from the data collected. A data display is then performed, which displays the data narrative or a chart that is not

one-time but tentative, in the sense that this data display is continuously explored and developed through data collection and data reduction to produce solid and final findings. The next stage is concluding answers to problems in a broad, deep, and holistic narrative.

3. Results and Discussion

3.1. Transformational Leadership

Bass (1985), in [Wijaya and Sari \(2019\)](#), argues that transformational Leadership is a condition in which the followers of a leader feel trust, admiration, loyalty, and respect for the leader, and they are motivated to do more than what they initially expected. The leader can transform and boost followers by making them more aware of the importance of a job's results, encouraging them to place more importance on the organization or team than their interests.

According to [Anggraeni \(2016\)](#), transformational leaders pay attention to the development of their followers according to their individual needs; they can change the way they look at the solution of a problem in a new way; they can awaken and inspire followers to put forth an extra effort to achieve group goals. Besides, the evidence suggests that transformational Leadership is highly correlated with lower turnover rates and higher levels of productivity, employee satisfaction, creativity, goal achievement, follower welfare, and corporate entrepreneurship, especially in startup companies ([Colbert et al., 2008](#); [Ling et al., 2008](#); [Piccolo & Colquitt, 2006](#)).

3.2. Transformational Leadership Indicator

In practice, transformational Leadership is more than just charisma because transformational leaders seek to instill in their followers the ability to always think critically against the already familiar views and even criticize the opinions held by their leaders ([Avolio et al., 1999](#)). This leadership style focuses on tangible qualities such as vision, shared values, and ideas to build rapport, give greater meaning to each activity, and provide a common ground for the change process.

Transformational Leadership consists of 4 behavioral components ([Wijaya & Sari, 2019](#)), which are often referred to as "four I's," namely:

- a. *Idealized influence*; Transformational leaders behave as role models and display charismatic personalities that make followers want to be them. It is often said that transformational leaders are good role models for their followers. These influences are conveyed through the leader's ability to execute challenges at a sufficiently measurable level, without leaving the values, opinions, or principles he adheres to. Through this aspect, the transformational leader raises trust with his followers and, in turn, creates the trust of their leader. In these aspects, the result is the creation of loyal trust from their leader's followers, because as a leader, they can provide an example and deserve to be followed. This, too, has an impact on the performance of the followers where they try to give more to all the responsibilities and duties entrusted to them;
- b. *Inspirational motivation*; This aspect signifies the leader's ability to increase self-confidence, inspiration, and responsiveness to his followers' ideas and thoughts. Transformational leaders state a clear vision for the future, transmit group expectations, and demonstrate a solid commitment to achieving the set of goals collectively. This aspect demands extraordinary communication skills because the leader must communicate his messages accurately, powerfully, and move the extent to which a leader speaks the vision is attractive and uses symbols to focus follower efforts and model appropriate behaviors. Another necessary behavior of a leader is enthusiasm, desire, and reliable ability that consistently shows the confident side of the vision to achieve organizational goals;

- c. *Intellectual stimulation*; Transformational Leadership always appreciates all opinions and self-sufficiency from its followers. The leader provides support to his followers by assisting and involving them in the decision-making process. Moreover, leaders also constantly spark creativity and Innovation from their followers in providing solutions to all existing problems. Leaders are also openly able to bear all the assumptions and criticisms of anyone and help offer their followers different perspectives in facing challenges and obstacles. The vision expressed by the leader will help his followers see the bigger picture and thereby help them succeed in overcoming any problems that exist;
- d. *Individualized Consideration*; In every organization, undoubtedly, every individual has exclusive and unique needs and desires according to their respective perspectives. Some may be stimulated by material factors such as money and perks, while others may need change and excitement. Individualized Consideration in transformational Leadership recognizes this need and tries to become a facilitator in meeting both needs and desires. The leader can identify his followers' conditions by observing and evaluating the motivation of each team member. So, it is expected that the leader will want to listen attentively to the input from subordinates and specifically pay attention to subordinates' needs in terms of career development. Leaders tend to be friendly, informal, close, and treat their followers with the same treatment, provide advice, help, and support and encourage their followers' self-development (Lako, 2004). Thus, this ability will help team members develop and complete their positions to support overall organizational goals.

3.3. Intrinsic Motivation

According to Indarti and Juim (2019), employee motivation development is a way to improve higher performance for employees to make the resulting quality improvements. Officers who have the trait or behavior to increase motivation are among the most critical factors towards long-term success throughout the organization. According to Sukarno et al. (2020), motivation is defined as a set of energetic forces that arise in the individual and the environment to initiate work-related behavior and determine the shape, direction, intensity, and duration. According to Batory and Svensson (2020), the following are nine intrinsic motivation indicators: the need for appreciation, the need for task challenges, the need to work better, the need to work together, they need to be involved in critical organizational matters, the need to ensure good relationships with co-workers, decision making, the need to give direction and the need to lead.

3.4. Village Owned Enterprises (BUMDes)

Law 6/2014 on Villages mandates that Villages can form Village-Owned Enterprises (BUMDes). Following the same Law, BUMDes is a business entity whose entire or most of its capital is owned by the Village through direct participation derived from separated Village assets to manage assets, services, and other businesses for the Village community's maximum welfare. Furthermore, BUMDes is a business entity that is wholly or most of the Village's capital through direct capital participation from village assets. This institution is expected to manifest as a force that will encourage increased welfare by creating economic productivity for the Village based on the Village's variety of potentials. In simple terms, to understand BUMDes, if at the center there are BUMN, there are BUMDs, and in the Village, there are BUMDes. BUMDes is a business entity aiming to seek profits that will later be used as much as possible to benefit the Village and the community (Papakyriakopoulos et al., 2018). Still, in the Law on Villages, BUM Desa must be managed with a spirit of kinship and cooperation. BUM Desa can also run businesses in the economic sector and public services according to the village community's needs and are expected to solve social problems.

Under the mandate of the PDTT Permendes No. 4 of 2015 concerning the Establishment, Management and Disbanding of BUMDes, the objectives of establishing BUMDes are: [a] to improve the Village economy; [b] optimizing Village assets to be helpful for the welfare of the Village; [c] increasing community efforts in managing the economic potential of the Village; [d] develop plans for inter-village business cooperation and with third parties; [e] create market opportunities and networks that support citizens' public service needs; [f] creating employment opportunities; [g] improve community welfare through improved public services, growth and economic equality in the Village; and [h] increase the income of the Village community and Village Original Income. Regarding the process of its establishment, before its establishment, the formation of BUMDes must be agreed upon through a Village Deliberation and stipulated by a Village Regulation. Therefore, this BUMDes results from collective and participatory efforts between the Village Government and the community. Village-Owned Enterprises businesses' results can be utilized for business development and Village Development, empowerment of Village communities and assistance to the poor through grants, social service, and revolving fund activities stipulated in the Village Revenue and Expenditure Budget. After the BUMDes was established, two entities (institutional) in the BUMDes management process, namely the village government and BUMDes. It should be understood that the Village Government and BUMDes are two different institutions. Financially, there is a separation of assets between the assets of the Village Government and BUMDes. BUMDes managers are not part of the village apparatus. The Village Head represents the owner, in this case, as the Advisor/Owner. Elements of Village Apparatus and BPD appointed to be Supervisors. Managers are submitted to parties who have competence. BUMDes managers are professionals, have the expertise and an entrepreneurial spirit.

Before submitting the research results in more detail, researchers must say that the Village Head's ex-official role in BUMDes is as an Advisor (Permendes PDTT No. 4/2015). This Advisor is obliged to [a] provide advice to the Operational Implementer in implementing the management of BUM Desa; [b] provide suggestions and opinions on issues that are considered essential for the management of BUM Desa; [c] controlling the implementation of BUM Desa management activities. Furthermore, the Advisor's powers are as follows: [a] requesting an explanation from the Operational Executive regarding issues relating to the management of Village businesses; [b] protect Village businesses against things that can reduce the performance of the BUM Desa. Even though it does not directly play a role in the daily operations of BUMDes, the role of a Village Head should not be underestimated. This is reinforced by Berdesa.com's (2018) arguments, where the Village Head is the party that most determines whether the village economy develops or not. The entire process of creating welfare in the Village is strongly influenced by a village head's ability to carry out his economic vision. BUMDes is one of the crucial tools to support this vision's achievement by utilizing the assets and potential of the Village and supported by capital participation from the Village. On the other hand, although, in essence, the institution is separate (Permendes PDTT No. 4/2015), the BUMDes management process is quite closely related to the Village management process; therefore, policymaking on the Village is closely related to policies linked to BUMDes.

Furthermore, the authors need to convey that the meaning of "followers" in this study is not limited to employees, subordinates, and staff at BUMDes and the surrounding community. The latter is under the Village Head's responsibility. Besides, returning to the objectives of establishing BUMDes, which have been discussed in the Literature Review Section, in general, the goals mandated by the regulation require the primary parties involved in establishing BUMDes, especially the Village Head and Operational Implementers (in this case, Director of BUMDes), must be someone who has a transformational perspective because to achieve these goals, which include improving the village economy, optimizing village assets for community welfare, increasing community efforts in managing village potential, opening jobs, increasing

the interest of rural communities through economic equality and increasing the income of rural communities, demanding ideas and Innovation, especially from a leader (Village Head), as well as responsiveness and active participation of the parties involved, such as the Village Consultative Body (BPD), community leaders, youth, and the village community in general. The business processes that are implemented in the villages of the Semarang Regency concerning the operational processes implemented by BUMDes, in general, have fulfilled several aspects of the transformational leadership pattern.

Among the supporting facts is discussing the 2018–2024 Medium-Term Village Development Plan (RPJMDes), which was held in several periods at the beginning of 2019 which involved all society levels in the Semarang district villages it the upper, middle, and upper layers. Under; be it a doctor, teacher, laborer, farmer, housewife, and so on; be it young or old; all parties are invited to be involved (KD, DirBUM, POBum2, KaryBum2). The discussion of the RPJMDes is an essential and crucial agenda and is mandated by statutory regulations. However, the village government has given it a simple and populist title, namely Jagongan Senin-Kamisan (Jagongan in Javanese means small talk. Ed). So, it is hoped that all invited parties can voluntarily participate in determining the Village and BUMDes development direction from now on (aspects of Intellectual Stimulation and Individualized Consideration).

3.5. Idealized Influence

The transformational leader makes himself a role model for his followers. A charismatic personality characterizes a transformational leader, causing his followers to want to resemble him. At the beginning of his administration in the first period, namely, in 2012-2018, the Village Head strives to consistently be the first to come and last return home in the first three years of his reign. It was even said that the Village Head opened and locked the Village Office himself (Amin et al., 2021). The Village Head had done another thing to see a dirty bucket in the BUMDes Office Bathroom at that time. He did not hesitate and volunteered to drain and clean it without anyone knowing (DirBum, POBum 1). Concrete but straightforward things like this are still being done consistently today. The concept of life applied by the Village Head and his family is a simple life. This is reflected in his daily life, which is very, very popular and close to the community, without boundaries (DirBum, Kary1).

Some of the above are light and straightforward examples that make it a solid role model for anyone in their environment, be it village officials, BUMDes employees, or even the surrounding community. The charismatic personality is reflected in words but more profound, namely through the Village Head's consistency in applying the good values, he adheres to his daily attitudes and behavior. All aspects reflected in this Village Head create a sense of trust and inspiration for his followers (Anggraeni, 2016), thus encouraging them to give their best in every given task. The spirit of being free of corruption, collusion, and nepotism is one of the values adhered to by the Village Head. The village government dares to refuse gratuities from several housing developers and tower entrepreneurs operating in Semarang Regency Village. Each entrepreneur offers a facilitation payment of between Rp5 million and Rp15 million to make their business smooth. "It is common everywhere, and every entrepreneur comes in. There is a permission fee that must be paid to many government posts from villages to regencies," he said. Instead, entrepreneurs are directed to use the money for social assistance to the community facilitated by the village government. Among them are scholarships for needy students and health assistance (Daswati et al., 2020). Even this anti-KKN value is transmitted to the work system and its followers. His followers also feel embarrassed when someone commits KKN in their daily operations (DirBum).

3.6. Inspirational Motivation

Transformational leaders can convey a clear vision for the future, transmit group expectations, and are strongly committed to achieving the goals they have set to perform to increase their followers' trust and motivation. This is reflected in the vision of BUMDes, where the Village Head is quite involved there, namely "realizing village independence, providing state services." It is a relatively "light" vision, in jargon, but quite challenging in making it happen. In his presentation, the Village Head stated that by Law No. 6/2014 on Villages, the Village's role is getting more powerful. For many years, the Village was a government structure that operated based on the institutions' instructions. The village head and his apparatuses always take care of the administrative problems of the residents. The Village, with the existence of the principle of recognition, changed utterly. If in the past, the government structure higher than the Village was able to intervene in policies made by the Village, now this is no longer the case. The Village fully has the authority to formulate its steps through the Village Deliberation (Supriyanto, 2021).

Furthermore, transparency in the management of villages and BUMDes is non-negotiable for the Village Head. According to him, transparency is essential so that the Government can be open and participate in monitoring. In BUMDes management, all residents can see how the Government starts from income to operations that have been used. "Everything can be seen on the web, which is owned, and this is very open because it is part of transparency in management," he said. Transparency is crucial because everything carried out can be seen clearly, and nothing is covered (Anggraeni, 2016). From this transparency will emerge the title of voluntary community participation (Furqoni & Rosyadi, 2019).

Symbolically, the Leadership of the Village Head is shown by the militancy of commitment embodied by the iconic mural made at the Village Sports Building, the mural which reads "The Way of the Leader is not an easy path, leading is suffering," quoting a Republican fighter, Kasman Singodimedjo.

Some of the above aspects, namely the strength and clarity of the vision that BUMDes has, the principle of transparency which is the main principle in the management of BUMDes, as well as the mural symbols depicted in the Village environment, broadly provide evidence of fulfilling the Inspirational Motivation aspect for Village Heads in their Transformational Leadership. These things show enthusiasm and consistency, which rubs off on his followers both directly and indirectly. His Leadership is highly correlated with employee satisfaction, creativity, goal achievement, follower welfare. Notably, on increasing follower productivity, which is continuously growing, this is evidenced by the achievement of BUMDes, which continues to improve every year. As a form of a startup company, the transformational Leadership of the Village Head can accelerate the performance of this BUMDes, which incidentally is a fledgling organization.

Controlling is the person who directs or moves to do something related to the implementation of management activities which in this case relates to the role of the village head in the management of Village Owned Enterprises (BUMDes) to make the village head as a party that can control the implementation of BUMDES management activities in Semarang Regency. So the director of the Village as the controller of the performance of BUMdes management activities means that the leader of a village or the village head can move or invite the community to jointly take concrete actions to build a town in the development of businesses or village business entities to be developed, developed and can be intended for the life of the village community to become more independent and prosperous, such as conducting mutual assistance activities in the field of agricultural and plantation businesses, seeking to borrow business capital for the village community who want to open a new business, pay attention to the needs of small communities and others.

3.7. Intellectual Stimulation

Transformational leaders appreciate all ideas and self-sufficiency from their followers. Therefore, the leader provides support to his followers by assisting and involving them in the decision-making process. This is reflected in the frequent involvement of BUMDes employees in the decision-making process for solving simple problems up to determining the direction of BUMDes policies as we advance (Purwaningsih et al., 2015). Furthermore, as previously stated, efforts are made for all levels of society to be involved in the formulation of the RPJMDes. What distinguishes this activity from similar activities from most other villages is that related parties' involvement in the Village is far from merely a formality (POBum2).

Furthermore, the Village Head also explained that the existence of BUMDes is an "arena for local economic democratization." In contrast, much as possible involve all village economic actors, residents, residents, and residents. The village economy is used as much as possible to improve village residents' welfare (KD, DirBum). Until through this step, all layers of the village population are invited to reason and even forced to take advantage of the opportunity to take advantage of this economic opportunity to improve their welfare.

Initially, the conception offered by the Village Head was not completely openly accepted by the parties. However, the Village Head's consistency in convincing his followers, both verbally and by his actions, ultimately inspired his followers to see the Village Head's vision as a whole. And in the end, help them create better welfare.

3.8. Individualized Consideration

The transformational leader identifies his followers' condition by observing and evaluating the personal motivation of team members. It is expected that the leader will want to listen attentively to the input of subordinates and specifically pay attention to subordinates' needs, both in terms of career development and other matters. Leaders can also be friendly, informal, treat their followers with uniform treatment, provide advice, help, and support and encourage the self-development of their followers (Lako, 2004). Efforts to identify population problems in the Semarang district villages have been carried out well by the Village Government. Among them is the existence of marginalized people in the Village whose welfare is not guaranteed. This marginalized community is identical to the elderly, widows, young people dropping out of school, and people with disabilities. Furthermore, traders and farmers who have limited access to markets are also a problem in the Village.

From these situations, the Village Head instructed BUMDes to take a role in solving these problems. BUMDes are expected to provide social benefits that are greater than the economic profits they get. Furthermore, the Village Head also challenges BUMDes in the medium-long term to alleviate poverty problems in the Village by recruiting all unemployed people in the Village (DirBum, POBum2). Another thing is that the Village Head tends to be friendly, without any boundaries to any followers or residents. This ability can encourage his followers always to develop their abilities to keep things simple but still work. This simplicity encourages the community to actively participate in supporting all programs organized by the Village and BUMDes.

Based on the results of the study that the authors conducted in the field, several factors become obstacles in the management of BUMDes in the Regency of Semarang as follows:

To carry out its duties, the management of village BUMDes needs facilities or equipment in carrying out its functions, the availability of facilities or equipment available to support the smooth running of an activity to be carried out, where one of the factors is the availability of village BUMDes office in supporting the implementation of BUMDES management as a place in carrying out tasks in the administration, reporting, recording, and various other activities.

Limited and low-quality human resources has an impact on the management process of BUMDes given to the community. This process impacts its management

and becomes the basis for the community in knowing the extent to which these BUMDes can provide services to the community so that it arises about still complaints from the community in the villages in the villages Semarang Regency. More details about human resources in the management of BUMDes can be known about the limited human resources in the direction of buddies.

4. Conclusion

In general, it can be concluded that Leadership in the management of Village-Owned Enterprises in Semarang Regency can reflect transformational Leadership. A leader can comprehensively reflect transformational leadership aspects, such as Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration. However, it should be noted that from the perspective of statutory regulations, both from the Law, PDTT Village Ministerial Regulation, legally, a Village Head is required to have a transformational leadership pattern and can motivate the villagers. The purpose of establishing BUMDes needs leaders in the Village to be charismatic and inspiring, create phenomena but still be careful, to provoke enthusiasm and respect in their interactions. So, like it or not, like it or not, want it or not, a Village Head must and must have transformational leadership capital before taking up his position.

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