

Transformational Leadership from Charismatic And Motivational Aspects in Community Empowerment in Indonesia

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ABSTRACT: This article aims to analyze transformational leadership from the aspect of charisma and motivation in empowering the milkfish farming community in Pangkahwetan Village, Ujungpangkah District, Gresik Regency. The focus of this research is the charismatic aspect and the motivational aspect of inspiration in community empowerment. The data collection technique uses in-depth interviews for primary data and documentation for secondary data as an additional explanation of the data collected through in-depth interviews. The analysis technique used is content analysis, which is taken from a dataset derived from the research subject. The findings of this study are: (1) Charisma in Community Empowerment. The findings that the leadership example of the head of the Pangkahwetan community in leading the milkfish farming community as described above, is shown by setting an example of how to cultivate, encouraging each other to support each other in order to increase milkfish harvest. In the second stage, community empowerment is to reveal the past, where at this stage it is an activity to reveal the successes that have been achieved by a community; (2) motivation for Inspiration in Community Empowerment. The finding that the motivation and inspiration of a leader is reflected in the way he inspires the community he leads by providing understanding and challenges to achieve the vision. Conclusion that Transformational leadership is shown by charisma, inspirational motivation, intellectual stimulation, individual consideration, public networks and facilitators can empower the community and community empowerment can be carried out in 6 (six) stages by transformational leaders. The current transformational leadership model (Existing Model) uses 4 (four) indicators, while the expected public leadership model (Expected Model) uses 6 (six) indicators in community empowerment.

KEYWORDS: public leadership; charismatic, motivational, community empowerment.

INTRODUCTION

The research conducted is related to transformational leadership styles, especially from the charismatic and motivational aspects in empowering the milkfish farming community in Pangkahwetan Village, Ujungpangkah District, Gresik County. This is different from previous studies. Previous research on transformational leadership of community leaders whose impact is felt by village officials (Laras and Haryono, 2016); the leadership style of community leaders to overcome conflicts (Widayat et.al, 2018); innovation in empowering village communities by community leaders (Kushandayani and Permana, 2020); formal and informal leadership power contestation (Mayrudin et.al., 2020); transformational leadership of the public sector towards public trust (Fanani et. all., 2020); the leadership style of community leaders towards community participation (Bagus and Sasmito, 2021); the leadership role of community leaders in community empowerment (Swasono and Budiyo, 2021); conceptualization and measurement of transformational leadership (Jensen et. al., 2019);

The Directorate General of Aquaculture Fisheries (<https://kkp.go.id/djpb/page/6383-kampung-budidaya>) has conveyed the definition and business model of aquaculture villages. The definition of aquaculture villages can be seen in 3 (three) things, namely: (1) synergizing various potentials to encourage the development of competitive and sustainable fish farming businesses; (2) maintaining the sustainability of fish resources, and (3) the community as the main driver. The involvement of various parties involves 3 (three) aspects, namely: (1) Upstream (production of facilities and infrastructure); (2) On-Farm (enlargement); and (3) Downstream (processing and marketing). The objectives of the establishment of aquaculture villages are: (1) poverty alleviation through increasing the income of cultivators; (2) maintaining extinction for commodities of high economic value; (3) connectivity of cultivation, processing, marketing, and other public facilities; and (4) increasing local community participation.

Transformational Leadership from Charismatic And Motivational Aspects in Community Empowerment in Indonesia

Basically, the definition, involvement, and purpose of the establishment of aquaculture villages is to increase aquaculture production and the welfare of fish farmers. This increase in production also aims to maintain the availability of fish, so that food security in the fisheries sector can be maintained locally, regionally, and nationally. In addition, these fishery products also have the potential to be exported abroad through a manufacturing process that utilizes cutting-edge technology, in order to be able to compete with other exporting countries.

LITERATURE REVIEW

Transformational Leadership

Bass and Avolio (2002) quoted in Fanani (2020) explain that transformational leadership indicators include two important aspects. First, idealized influence or charisma, which reflects the leader's ability to evoke strong emotions and identification from followers. A charismatic leader can instill a sense of pride, respect, and trust in the people he leads. Second, inspirational motivation, which can be seen from the behavior of leaders in inspiring the community they lead. Inspirational leaders provide understanding and challenges in achieving the vision, which in turn can increase people's enthusiasm at work. This is reflected in the high level of enthusiasm and optimism, where inspiration also communicates great expectations by using symbols and simple ways to focus attention on the efforts of subordinates.

Community Empowerment

Sulistiyan in Ulum and Anggraini (2020: 21) states that empowerment is a process towards, or a process in order to obtain power/strength/ability, and or the process of giving power/strength/ability from those who have power to those who are less or not yet empowered. Meanwhile, Ulum and Anggraini (2020: 22) stated that empowerment is a process or effort to make people independent so that they take the initiative to take a role in change for the betterment of their lives through capacity building and efforts to awaken their potential, as well as ease of accessing resources that are beneficial to them (independence).

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Empowerment is to provide empowerment or strength to farmers so that they can access various resources needed in their farming (Erfit, 2011). Seeing the breadth of community development efforts, especially at the village level, understanding the empowerment of village communities is very important. When viewed from economic and cultural aspects, the empowerment of village communities will strengthen the role of the community as actors in village activities. This will strengthen the socio-cultural aspects of the village community and improve the welfare of the village community itself (Firman, 2021)

RESEARCH METHODS

This research uses a qualitative approach and the type of research is a case study, which was conducted in Pangkahwetan Village, Ujungpangkah District, Gresik Regency, East Java Province, Indonesia. The research was conducted with in-depth interviews with 10 key informants who are considered to represent the milkfish farming community group. Meanwhile, the secondary data source is from the Ujungpangkah District Office, Gresik County.

The focus of this research is the charismatic aspect and the motivational aspect of inspiration in community empowerment. The data collection technique uses in-depth interviews for primary data and documentation for secondary data as an additional explanation of the data collected through in-depth interviews. The analysis technique used is content analysis, which is taken from a dataset derived from the research subject. To ensure the reliability of the data, triangulation is carried out by matching the data obtained with information from other sources, until no more variations in answers are found or reach the point of saturation. Furthermore, transferability was established, which means that the results of this study can be applied to other settings. Thus, theoretically, the same results can be obtained in a variety of other contexts.

RESULT

Charismatic and Motivational Transformational Leader Aspect

Based on the results of the study, it shows that a community leader must have the courage to take actions or decisions to protect members of the milkfish farming community. Based on the description of the leadership pillars mentioned above, the

Transformational Leadership from Charismatic And Motivational Aspects in Community Empowerment in Indonesia

public leadership of a community leader can provide transcendent enlightenment to members of the milkfish farming community in Pangkahwetan Village. Then the results of the next research showed that the community leader as a public leader had the capacity and cared about the sustainability of the milkfish pond business in Pangkahwetan Village.

Inspirational motivation is reflected in the behavior of leaders in inspiring the community led by providing understanding and challenges in achieving the vision, so that it can increase the spirit of the community in carrying out their work, shown from high enthusiasm and optimism. Inspiration communicates high expectations, using symbols and simple ways to focus the efforts of subordinates. Based on the results of the research, it shows that in order for community members to remain enthusiastic in working, it is necessary to have motivation from a leader who is personally close to their members.

Community empowerment

In 2021, Pangkahwetan Village received an award and mandate to become a milkfish farming village with the Decree of the Minister of Fisheries and Marine Affairs. So there are 6 leading groups from Pangkahwetan Village by DKP with cultivation villages in East Java Province, Gresik Regency in Pangkahwetan District. With the help of milkfish cultivation villages, it is hoped that there will be added value from the government's participation in the development of aquaculture in Pangkahwetan village. After the designation of Pangkahwetan Village as a milkfish farming village in Indonesia on the basis of the Decree of the Minister of Marine Affairs and Fisheries of the Republic of Indonesia Number 64 of 2021 concerning Aquaculture Villages, the community leader with reference to the opinions of Aini and Wulandari (2021) went through 6 (six) stages in empowerment, as follows:

The first stage. This is a new finding, where in the context of empowerment subjects from within the village can carry out the process at this stage simultaneously at one time, not separately as in the order of placement of places first, then people and finally empowerment programs.

The second stage. Members of the community of Pangkahwetan village in general. These initiation figures will later become part of the management of the Milkfish Cultivation Group.

Third stage. In the context of village communities that have limitations in terms of experience and understanding in managing local assets to become milkfish villages, the process of formulating vision and mission is carried out by the milkfish farming group which is an internal village group that has a better understanding of the concept of milkfish villages. The existence of this milkfish farming community bridges the participation of the community in describing the development dreams that will be carried out with the results of formulating a more concrete and detailed vision.

Fourth stage. The process of milkfish villages was formed. Because in its development, it is constantly undergoing changes both in terms of infrastructure and human resource conditions. So it is necessary to carry out the asset mapping process on an ongoing basis to find out the latest conditions of the place and object of development. Changes to this data will also affect the way it is developed.

Fifth stage. Another finding is the process of identifying the potentials of the village, not only carried out at the beginning of the process of forming a milkfish village. Because in its development, it is constantly undergoing changes both in terms of infrastructure and human resource conditions. So it is necessary to carry out the asset mapping process on an ongoing basis to find out the latest conditions of the place and object of development. Changes to this data will also affect the way it is developed. For example, as the capacity of human resources increases, more and more human resources are involved in the sixth phase of development.

Sixth stage. At this stage, it can be seen that the implementation of monitoring and evaluation carried out in the management of the milkfish farming community in Pangkahwetan Village involves almost all elements of society.

DISCUSSION

The findings of this study are: (1) Charisma in Community Empowerment. The findings that the leadership example of the head of the Pangkahwetan community in leading the milkfish farming community as described above, is shown by setting an example of how to cultivate, encouraging each other to support each other in order to increase milkfish harvest. In the second stage, community empowerment is to reveal the past, where at this stage it is an activity to reveal the successes that have been achieved by a community.

The success that has been achieved by the community members (IW group), where the production has doubled (from 3 tons to 6 tons per year) because of the discipline in providing fish feed. The above conditions are in accordance with Bass and Avolio's opinion that the indicator of meaningful charisma can arouse strong emotions and identification from followers towards leaders, by instilling pride, respect and trust from the people they lead; (2) motivation Inspiration in Community Empowerment. The finding that the motivation and inspiration of a leader is reflected in the way he inspires the community he leads by providing understanding and challenges to achieve the vision. Thus, it is necessary to convey the story of a successful person in raising milkfish, and because community members remain enthusiastic in working, it is necessary to have motivation from a leader who

Transformational Leadership from Charismatic And Motivational Aspects in Community Empowerment in Indonesia

is personally close to his members. This has been proven in accordance with Bass and Avilio's opinion that inspirational motivation can increase people's enthusiasm in carrying out their tasks, which can be seen from the high enthusiasm and optimism shown. Communicating high expectations can be inspired through symbols and a simple approach to centering the attention of colleagues.

CONCLUSION

Transformational leadership is shown by charisma, inspirational motivation, intellectual stimulation, individual consideration, public networks and facilitators can empower the community and community empowerment can be carried out in 6 (six) stages by transformational leaders. The current transformational leadership model (Existing Model) uses 4 (four) indicators, while the expected public leadership model (Expected Model) uses 6 (six) indicators in community empowerment.

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