

## INNOVATIVE LEADERSHIP - DISCREATIVE IN IMPROVEMENT SUSTAINABLE VILLAGE PARTICIPATION

Suji <sup>a\*)</sup>, Falih Suaedi <sup>a)</sup>, Antun Mardiyanta<sup>a)</sup>

<sup>a)</sup> *Airlangga University, Surabaya, Indonesia*

<sup>\*)</sup> *Corresponding Author: suji-2015@fisip.unair.ac.id*

*Article history: received 09 January 2023; revised 18 February 2023; accepted 08 March 2023*

*DOI: <https://doi.org/10.33751/jhss.v7i1.8612>*

**Abstract.** Although there has been much research on innovative leadership in both private and public organizations, there is still little empirical evidence showing that innovative leadership at the village level can increase community participation in a sustainable manner. The purpose of this study is to describe and analyze comprehensively the characteristics of the village head's innovative leadership in exploring the innovative leadership of the village head in creating sustainable citizen participation in the village of Mojodeso. This research was conducted using a case study approach. Research subjects were selected purposively, data obtained by in-depth interviews, observation and documentation. The findings in this study are the village head's RT Fund Allocation innovation (radical innovation) followed by providing training in making proposals with RT assistance (innovation adoption) when residents compile and carry out the proposed activities while at the same time compiling the reporting so that the capacity of the residents is created to become more empowered and result in optimizing the participation of villagers in a sustainable manner. In addition, the village head's innovative leadership is accompanied by concern and empathy which creates an aspirational and bottom-up nuanced program, equipped with the courage to make discreet decisions and the ability to manage conflict to become functional (Coser, 1956, Ivancevich, Konopaske and Matteson, 2006). Which actually fosters citizen loyalty to always participate actively (Surbakti, 2010) and be involved (Jung & Hyun, 2018) in the process of village development. The implication of these findings, in innovative leadership, it is necessary to emphasize discrete innovative capabilities by providing assistance to citizens and capabilities creating and managing conflict becomes functional to increase as well as maintain the active participation of community members in a sustainable manner.

**Keywords:** innovative leadership; discretion; mentoring; active citizen participation; sustainable

### I. INTRODUCTION

This study aims to analyze the innovative leadership of the Village Head Mojodeso in increasing the participation of its citizens in governance development in 2008 - 2022. Community participation in village development has long been a concern, but the practice of participation still low so far. This is due in addition to the implementation Top-down rather than bottom-up development has been going on for a long time pursuit of growth, also due to the adoption of a development approach that used is more state centered development than applying the approach development that is people centered development. In the 21st century, innovation is a must in every organization (Elkington and Booyen [1]). The era of information technology and globalization as it is today requires new leadership (Solow and Szmerekovsky [2]; 2006). Leadership innovation is needed in dealing with hyper-complexity and hyper uncertainty (Probst and Raisch [3]). Innovative leadership according to Sen and Eren seeks out new methods, products, services, techniques or ideas in response present and future challenges (Sen and Eren [4]). The leader is an agent of change in bringing about change in every organization (Senior and Fleming [5]). The characteristics of innovative leadership must have knowledge, values, skills, visionary talent, risk and willpower (Al harbi, Ibrahim Bader A [6]).

Maak and Pless [7] provide a critique of mass leadership literature ago that focused more on the relationship between leaders and followers, that at the time it has differed with which contemporary leaders have to deal with stakeholders both inside and outside the organization by considering the vision, trustworthiness, ethical behavior, and leader integrity. This is what makes innovative leadership as a very important factor, for organizational success (Maak, T., & Pless, N. [7]). A moral leader, visionary at the same time as a reforming agent who has integrity in meeting needs Stakeholders, both internal and external, become role models for their followers (Mango, Emmanuel [8]). Innovative leadership has more to do with how to motivate people who have new ideas and insights, and help them in doing experimentation and exploration to reduce failure, even if failure is considered as a risk that needs to be respected. Innovative leadership brings improvement both radical and incremental in products, processes or services (Rao, MS in Marques, Joan [9]). Research with the theme of leadership in relation to participation has been carried out found that leadership as the main factor in improving the quality of human resources. Wahyudi, Rodi [10], found that the role of the leader is very dominant in mobilizing citizen participation. Papa, Robert Opaat [11] found that leader incompetence in articulating the vision and goals of the program has a low impact

society participation. While Kaseya & Kihonge [12], these two studies mutually reinforce that accountable leadership, transparent, responsive to attract people's interest to participate. Nugroho and Fimmastuti [13] the role of leaders as elites as a factor driving the participation of villagers. The main role of the leader according to Ayanye & senaji in Marques, Ed, [9] is to provide inspiration and motivation followers to participate in realizing the vision. Nyama and Mukwada [14], leadership style, skills/skills, and governance competence able to attract/inhibit citizen participation in development Likewise with research on leadership innovation in improving organizational performance, has also been widely carried out. carried out, for example in the field of education, Ariratana et al [15], found that Innovation leadership affects organizational performance. Ortega and Palarisan [16] found that the factors that have the greatest influence on innovative leadership are attributes individual and psychological climate to innovate. While in the Zenger industry and Folkman [17] found 10 traits or characteristics of innovative leadership in the leaders of leading telecommunications organizations/industry that they research. Khalili [18] significantly creative and innovative leadership behavior positive effect on creativity and innovative at the individual level in work environment,

While research that discusses innovative leadership in relation to citizen participation is still very limited. First, Fisbein did not analyze innovative leadership in increasing participation community, especially in the state of Municipios, but broad public participation as one of the factors in capacity building, in addition to leadership responsible and innovative. Second, Lim [19] found that leadership innovative to increase citizen participation with innovative IT applications. Third, Matkin, Scotti [20] found that the level of work safety can be achieved by innovative leadership and engage workforce. Lim [19], only saw the leader's innovation, namely the application in the field of ICT in increase the participation of city-state citizens in the two cities. It certainly will produce different findings if the research subjects are villagers who not tech savvy. Matkin, DB, Scotti, D [20], does not explain about innovative leadership that can increase workforce participation, but Both are factors that cause success in improving work safety. Patient participation is only one factor which can reduce health care costs. These various studies are only research by Lim [19] which discusses innovative leadership in relation to participation. Lim's research also besides the focus of his research is product innovation, namely an IT application, and only in urban areas that are more literate and technologically literate compared to the villagers. While research on innovative leadership whose focus is on process innovation in conjunction with the participation of village community members does not yet exist. This void will be filled by the researcher.

This is different from case study research conducted in Mojodeso Village, who see more value-added innovations carried out by improving citizen participation as an added value innovation (Al harbi [6]). The innovation of the village head and village officials adds value to the process increased participation with incentives for further inter-competition

territoriality (between RT regions). As the phenomenon has been described above, one example of added value innovation is by giving injections a very small fund of IDR 1,000,000 per RT, which can be a trigger the collected funds Rp. 10,000,000 to Rp. 15,000,000, - there are even more. Matter This does not include the participation of community members in the form of energy and consumption and materials. While the allocation of RT funds (ADRT) at that time there was no umbrella the law is so unknown in Siskeudes. This situation makes the anxiety of the Village Government, as stated by Mr. Abdul Mu'in as Kaur Kesra, "yeah, I'm worried that this will be a finding from Irwilkab or CPC".

Mojodeso Village is a village that is administratively a part from Kapas District, Bojonegoro Regency, East Java Province, the same with other villages in Indonesia, which have advantages and limitations limitations. Mojodeso's limitations did not become an obstacle won extraordinary achievements, where in 2017 Mojodeso Village was able juxtaposed three major achievements, namely two National Level achievements, namely first place Clean and Healthy Competition and the 2017 Proklim Award, and one winner for the Village Province Intermediate Level Series 2017. Participation of village community members in Mojodeso in the governance process village development has a high level of participation is very interesting to be researched, due to the following reasons: First, Mojodeso Village is one the only independent village in Bojonegoro that has won three prestigious achievements nationally namely the winner of the National Level Clean Environment Competition and Award Proklim 2017, as well as winner I of the 2017 Middle Level Berseri Village Province, out of three Existing Independent Village. Second, the participation of the village community is generally relative very low because of his incompetence and even because of his ability economically and socially, but in Mojodeso Village the level of participation of its citizens very high. Third, the Mojodeso Village Community is able to take care of their participation until now, even though he won the 2017 national level competition then under innovative leadership. Fourth, studies on participation of community members in the village development process, so far only examined in the aspects of participatory planning mechanisms, stages and evaluation participation, the factors that cause high and low participation, perspective leadership and institutions, stakeholder perceptions. Meanwhile research on community participation in the perspective of innovative leadership is still rare found. Fifth, there is the confusion of the Village Government in supporting RT funds for which there is no legal umbrella. Sixth, there is personal sentiment among residents the people of Mojodeso Village, Kapas District, Bojonegoro Regency, East Java.

So this study is very different from the research conducted by Lim and researchers with the topic of innovative leadership previously, besides being different the locus is also the focus of the study as well as the scientific field. Where is Lim in the region urban areas with a focus on product innovation, namely IT applications, meanwhile This research was conducted in rural areas with a focus on value-added innovation of an incremental nature [19].

So, theoretically it can be said that innovative leadership can increase community participation (Lim [19]). Many experts have given discussion of the characteristics of innovative leadership, including Al harbi [6] and Rao [21]. They focus more on the relationship between leaders and subordinates. Meanwhile Zenger and Folkman have considered relationship with stakeholders, namely customers. In connection with this, in analyzing the characteristics of leadership innovative in relation to the high level of citizen participation in the community Mojodeso Village, Kapas District, Bojonegoro Regency, researchers used innovative leadership perspective Jack Zenger and Joseph Folkman [17] with "10 Traits of Innovative Leader" that innovative leaders have 10 characteristics namely: have excellent strategic vision, focus on customers, create a climate of mutual trust, show fearless loyalty, placing their trust in the culture improve communication from the bottom up, persuasive, set goals well, emphasizing speed, open in communicating, inspiring and motivate through action (Zenger and Folkman [17]). their research carried out by leaders of leading private organizations in the telecommunication industry, so there is a difference if this research is conducted in public organizations.

Zenger and Folkman [17] focus on customer satisfaction How can attract customers and try to enter the mind customers while always establishing a network to meet customer needs. Meanwhile, in this study, innovative leadership focuses on interests Citizen is not a customer, so it's not just to fulfill citizen satisfaction, more of that is to build a sense of citizen ownership of the programs government. Forms of customer participation in the form of information search, sharing information, responsible behavior and personal interaction (Yi and Gong [22]). While the form of participation of citizens (citizens) of the State includes 3 substances, namely: Voice, access and control (Eko, Sutoro [23]). The courage to take risks in innovation is like giving incentives ADRT that has not been regulated by laws and regulations carried out by head of the Mojodeso Village which can result in criminal corruption (not in accordance with designation), while the risks as explained by Lim [19], and Rao [21] are at risk of failure.

Sentiment between personal and between community groups in society Mojodeso village, the village head intervened with incentives for RT funds competed according to its vision, it is actually able to increase citizen participation community and the vision of the leader can be achieved easily. Meanwhile Zenger and Folkman [17], innovative leadership must have the ability to explain vision so that subordinates work to achieve organizational goals according to that vision. In Mojodeso Village does not only happen to subordinates, but community members too work to achieve goals in accordance with the Village Head's vision, in 2011 with the concept of environmentally sound village development. The results are from 2013 – 2018 won 16 awards at the district, provincial and national levels. The highlight in 2017 two awards as first place at the National Level Competition Clean Environment and Proklim Award.

## II. RESEARCH METHODS

This study uses a case study approach with a qualitative-descriptive method. As one of the research procedures, qualitative research produces data descriptive in nature which can be in the form of oral or written expressions as well the behavior of people as the object under study. At the time the researcher made a choice descriptive-qualitative research plan, researchers will implement the approach to people/objects observed by digging data/information according to perception writers, as well as informants and can develop flowing as it happens in interactions during field interviews. Researchers always make interpretations to the meaning contained either implicitly or explicitly from the answers given obtained from informants, from the results of field observations, as well as personal notes.

In this study, the researcher tries to understand various events and relationships relationships related to Community Participation on an ongoing basis in Innovative leadership perspective in Mojodeso Village, Kec. Kab. Bojonegoro Prov. East Java Researchers need to emphasize that this type of research is qualitative research and This case study approach directs research to explore information in depth by elaborating the skills of researchers as well as deep observing and interviewing all informants. For that, determining the definition operational research and research indicators occupy a determinant step in extracting information so that the focus of research obtains adequate answers. Based on a research theme related to Innovative Leadership in Improving Village Community Participation, concepts, operational definitions, and indicators research can be translated to direct research effectively and efficient. The concepts that surround this research are the concept of leadership, and participation. Meanwhile, the operational definition revolves around characteristics leadership, and citizen participation in development. From both concepts and operational definition, the researcher determines the research indicators on characteristics of the leadership of the village head, and the participation of villagers in village development. It was from these two research indicators that this research was carried out to answer the focus of research on how village head leadership can be increase community participation in Mojodeso Village in 2008 – 2022.

The steps in data analysis in this study, that researcher explore general as well as specific descriptions. General description used researchers to see the research context in an outline that allows influence the characteristics of informative data in the local research. discussion analysis, Whatever the research study, it is generally determined by the general description of the object research, both geographical and demographic conditions, what the description of the research subject is only that concerns the persona of the village head (subjectification of the village head from background family background and education along with his experience as a village head, as well as users of the village head's professional services covering the village head's relationship with village head leadership services). Meanwhile, a special overview of the research of course associated with the focus of research on what are the characteristics innovative leadership of the

village head in managing village development, as well how is the leadership of the village head in increasing citizen participation villagers.

The analysis or discussion of course includes the interrelationships between dialectic matters between empirical information and theoretical rational references. Follow analytical techniques Bogdan and Biklen in Miles [24], qualitative data analysis is an effort organized by working with data, organizing data, sorting data so that it becomes a unit that can be managed, synthesize, and determine what can be told to others. This contains an orderly concise way through a synthesis technique which is a dialectic between thesis and antithesis, meaning that the thesis obtained from theoretical rationale is necessary antitested by empirical informative data in the field. Thus, the tesa plus pattern the antithesis that gives birth to the synthesis according to Bogdan and Biklen found reasonableness in which researchers discuss and analyze as the problems posed in this study. Next as suggested Bogdan and Biklen, the researchers also collected information based on place patterns (place), person (actor), and activity (activity), which allows researchers obtain informative data through a case study approach sufficiently.

Case study as the research approach chosen by the researcher, of course makes it easier for researchers to exploratively obtain informative data thorough and deep. Through patterns of places, people and activities, the approach Case studies are easier to implement for adequate discussion methodological.

Likewise with the analytical techniques introduced by Miles, Huberman and Saldana [24] who advocated for qualitative data analysis activities to be carried out interactively and continues continuously until it reaches saturation point. It redirects researchers on a subject that is more rigid in the perfection of the discussion as suggested by Bogdan and Biklen. Both of these analysis techniques do it is commonly done by researchers where each technique is good by Bogdan and Biklen and the techniques of Miles, Huberman and Saldana each have advantages and limitations. By using both of these techniques at the same time, researchers can be more flexible in reviewing informative empirical data easier to dialectized against theoretical rational references. Researchers assume that technique Bogdan – Biklen is perfected by the Miles – Saldana technique, for a second reason This analysis technique both reviews informative empirical data both from the aspect of place, actors and activities and at the same time interpret them through election and taxonomic sorting, but Bogdan - Biklen excels in analysis domain taxonomically, while Miles – Saldana contributed to aspects depiction of empirical informative data in a more verifiable manner. Both of these analytical techniques the researcher assumes it can give birth to a more thorough discussion as case study research approach in extracting, data management, and more adequate discussion.

### III. RESULTS AND DISCUSSION

The innovative leadership shown by the village head of Mojodeso was very needed in the face of hyper-complexity

and hyper-uncertainty. Condition the leadership of the village head of Mojodeso is indeed on the verge of instability especially during the pandemic during the third period of the village head's tenure. Probst's ideas and Raisch [3] can be referred to whether innovative leadership really relies on circumstances completely new novelty. As this research has confirmed the theory innovation leadership by Zenger and Folkman [17], then next Innovative leadership according to Sen and Eren [4] traces to new methods, products, services, techniques or ideas in response to present and future challenges. When Innovative leadership using Send and Eren's standards, accurately certainly difficult find new products, services and methods in its located leadership in a village. The scope of services in rural areas is certainly different from services in the scope wider. But at least it can be felt from the information gathered from the informants that the village head's leadership was confirmed by the idea Zenger and Folkman [17] in the context of Send an Eren's theory can be confirmed in the position of the village head as an effective agent of change (Effectiveness social agent of change). Leaders are agents of change in bringing about internal change any organization supported by the ideas of Senior and Flemming [5], where Innovative leadership characteristics must have knowledge, values, skills, visionary talent, risk and willpower as Al harbi preaches [6]. From research context it can be said that the empirical reality is well confirmed on the ideas of Zenger and Folkman [17], as well as Alharbi regarding characteristics innovative leadership in fostering citizen participation.

Deliberation, where every year all community leaders are invited to participate accountability for the use of APBDes funds openly, so that the community find out what the funds are used for and the public can look at What are the surrounding areas built by the village government as described in when invited at the Village Hall, from there the people came to believe that the Government The village really wanted to bring Mojodeso forward. Development concept environmentally sound. In 2011, based on village meetings it was determined RT Fund Allocation (ADRT) assistance, then a competition between RTs was held about the beauty of the environment, the announcement of the winner was carried out at night the peak of the commemoration was on August 17, but after being evaluated it turned out to be activity the community in managing the environment only revolves around just before and after the competition, after that back to normal. The Mojodeso Village Government maintains what has been done by the people of Mojodeso in managing their environment, in the competition This is not only incidental in nature and continues to be maintained in a sustainable manner. Then there is Ornamental Mojodeso Gate. So that the competition is carried out in the concept of the Gate The Ornate Mojodeso. Within the framework of the competition the Village Government Mojodeso also provides clean indicators, green indicators, beautiful indicators, safe indicators, and healthy indicators, which are the indicators written in banners placed in strategic places in every RT, with hope community members know what aspects will be assessed in the race.

In 2012 the assessment team was students participating in the Nursing Academy KKN Bojonegoro. This is done to maintain the neutrality of the assessment team. Because if the team appraisers from the Village apparatus are considered unable to maintain their neutrality, because they are local residents, so there is a conflict of interest. After the competition finished the Village Government conducts an evaluation, especially the assessment team in conducting judging, it turns out that based on the results of the evaluation it is concluded that the assessment is still not maximum. Based on the evaluation results, the assessment team was taken from the Department Environment of Bojonegoro Regency, NGOs and sub-district elements. This matter done to maintain the neutrality of the assessment. Because if the people see there are indications that the assessment team is not neutral, then the Mojodeso village government program will failed, therefore neutrality must be maintained. After judging, determination, and announcement the winner of the competition, the citizens feel satisfied. Two weeks after the government The village conducts an evaluation by inviting all RT administrators and the Jury Council.

In this forum the jury provides an explanation of the results of its assessment, why to be a winner and why not to get a champion, with shows photos of supporters of the champion and those who did not get the champion. Finally, community members increasingly believe that the assessment team is very objective. Based on the observations of researchers and interview results, it can be concluded that The concrete achievements achieved by Mojodeso Village were not spared from head stimulation efforts villages in increasing the participation of villagers. Motto and motivational slogans echoed turned out to be effective in increasing the participation of villagers. Village vision realization to realize the village mission which was actualized through the village program for three years the village head's leadership period at least showed leadership motivated village head, and regressive (became causal) for the emergence of participation Mojodeso village residents. For this finding, the picture is formulated that If arousal villagers to care about the fate of their village tend to be big and followed by active involvement as a result of the village head's concern for stimuli, then the head's leadership village is adequate.

Zenger and Folkman [17] require visionary leadership for a leader innovative. Having a very good strategic vision, are they (leaders) who can effectively explain well about the vision for the future, where his subordinates work to achieve the goals that have been clearly described by the leader. Achieving the vision and mission of environmentally sound development by getting two national champions of the National Main Pakarti Clean and Healthy Competition 2017 Proklm Award for the 2017 National Primary category, is very clear evidence that the village head's ability to explain and mobilize his people is deep participating to realize the vision can be done very well. This reality shows that the leadership of the village head who has a strategic vision has adequate and that means that Zenger and Folkman's [17] leadership theory has been confirmed well. Leadership as one very important factor in every organizations, both profit

organizations and non-profit organizations. Leader in an organization in the context of this study the leadership of the Mojodeso village head already have a clear vision for determining the direction of village development and in context village mission research has confirmed the realization of the village vision as well as what it is Robbin said about the ability to compose and deliver as well explain the vision in a realistic, attractive and credible way that has been confirmed adequate. Thus, the findings in the field are in accordance with the confirmation of the idea Zenger and Folkman and Robbin's ideas regarding leadership visionary The village head always motivates with parables easy-to-understand language and in general the village head provides motivation there not to give up easily, to always be available when needed, always sincere in work and to ensure that all contributions of energy and thought are carried out for the benefit of society. The motivation given is not only in mouth only, the village head did not hesitate and always did what he himself motivated. The village head wanted to make sure that he was not the leader type the jarkoni (rarely ngklakoni).

Based on the dialectical description between findings in the field and Zenger's ideas and Folkman, and Robbin, the scientific statement that can be conveyed is that the potential for verbal communication and problem-solving-oriented intelligence Interpersonal characterizes strategic visionary leadership. The next innovative leader always takes a backseat to doing the right thing to improve a project/company and a customer sustainably. The Head of Mojodeso Village is not loyal to customers (customers) but to citizens (citizens). He with that position always do evaluation at all levels of the organization to be able to encourage it to make it happen his vision. He is firm, where his firmness is an attempt to ensure that all elements within the organization have moved to achieve its vision.

The informants said that giving examples to always be innovative, effectively build the innovation of Mojodeso Village residents. Information from informants in the field about the activities of the village head in encouraging this innovation deserves further review deep. The success of village development was conveyed by residents because of contributions the leadership of the village head in maintaining the enthusiasm of the residents to achieve goals together. Likewise the efforts of the village head in managing conflicts, where every program implementation does not always go well, then every failure is potential for conflict to be resolved wisely. Even though the award is in the form of fostered money for the innovative achievements of the residents foster a spirit of competition among villagers, but it will also emerge conflict and tension if not anticipated properly. jealousy (taste sentiment) among citizens/groups of citizens who do not receive a definite award need to be handled wisely. The village head anticipates this by giving directions on an ongoing basis so that appropriate steps can be anticipated when an atmosphere arises tension that leads to conflict. Competitions are held in general raises competition and has the potential for conflict in fighting over status champion. Apart from giving directions, the village head of Mojodeso is anticipating conflict dysfunctional into functional conflict,

changing the criteria of the winner of the race is not it again fighting for 1st, 2nd, 3rd place and so on, but the winner of the competition is awarded based on categorization, allowing all neighborhoods to get it. So, competition in the inter-RT competition does not recognize wins and losses. because the judging is done based on categorization, so it allows a lot RTs that get crowned as the best RTs in a certain category, for example RT Most innovative, independent RTs developing RTs and advanced RTs. This step is capable turning potential dysfunctional conflicts into functional ones. Based on the description above, the scientific statement that can be presented is: that the village head's expertise in managing tension and reducing potential conflict becomes functional accompanied by giving rewards fosters loyalty and enthusiasm to always participate.

The interesting thing about growing the loyalty of residents and village officials is The formalism carried out by the village head is covered by providing space for informality as in the informant's statement that at certain times the village head held formal meetings with their subordinates, villagers and other village officials. Meetings are held formally by ensuring that everyone is working according to the main tasks and functions, but in practice the village head ensures allow implementation to be carried out flexibly according to the situation and condition. The contingency leadership pattern seems to apply to leadership head of this village. In fact, the village head always upholds the duties and functions of village officials existing so that after an internal meeting of fellow village officials, then according to their duties and functions the village head will appoint and give the mandate to assign village officials to provide guidance and improvement to the community. Evaluation is done normally with an internal meeting then verify the data by involving the BPD with all village institutions. Likewise in budget transparency, the village head report to the public every year on a regular basis, so that all community members can see how the allocation of funds in the village is being used for anything. On the other hand, all village money is always with the village treasurer. Moments of disbursement of transfer funds from the government in the form of DD and ADD head the village only accepts symbolically. Likewise with the expression of the village head who said that giving the prize or award is not the main goal, but more to motivational appreciation for villagers in supporting village development. Head vision village to restore the history of the village which is said to be gemah ripah jinawi tablets and never won a National Champion in the 1970s, it's always been echoed isn't it on rhetoric but implemented wholeheartedly through development togetherness and create special loyalty.

The description above is an empirical description of the condition of the village head's leadership in a leadership perspective that fosters loyalty as well as landmarks Zenger and Folkman. Zenger and Folkman [17] contributed ideas about leadership that creates loyalty for the components they lead. The leadership of the village head has shown its innovative leadership at the same time foster innovation and creativity in its citizens. Innovative leaders always can take a

stand behind to do the right thing in repairing a project/company and customers on an ongoing basis. Those with positions always carry out evaluations at all levels of the organization until they are able encourage him to realize his vision. They are firm, where firmness as efforts to ensure that all elements within the organization have moved to achieve his vision. This is in line with Ki Hajar Dewantara's motto "ing ngarsa sung tuloda, ing madya mangun karsa, tutwuri handayani" where a leader in front of them must set an example/example to their subordinates or citizens, on while in the middle must be able to build the will and motivate his subordinates or its citizens, especially in the phrase "tutwuri handayani" which means that at the time the leader is in a position behind, must be able to give encouragement to their subordinates are also citizens of the community to keep moving and working within realize the vision that has been set. What happens in the research context shows the indications conveyed by Zenger and Folkman [17] as well as the landmarks of Ki Hajar Dewantara regarding leadership which is almost always in the midst of the people led. The reality on the ground may strongly confirm the truth of the theory innovative leadership of Zenger and Folkman [17] where the leadership of the Village head Mojodeso has encouraged the loyalty of its citizens in line with the spread of innovation and the creativity of residents in filling village development simultaneously.

The Head of Mojodeso Village realizes that ideas and ideas from below are it is very important to be heard, so that citizens are involved in participating for realize the goals that have been set together. Ability to listen with good is more than just being silent when someone else is talking, listen well including interaction builds one's self-esteem, listens well as a cooperative conversation, and a good listener has a tendency giving advice. The researcher confirmed the selected informants with statement that more or less has the ability to listen. The Village Head is always open in various ways both by opening criticism and suggestions constructive. This openness supports the emergence of positive ideas from villagers. Mechanism adequate structure in this village with representatives from both the Village Head, Village government, BPD, and RT head who are used to receiving opinions and criticism and suggestions from its citizens, optimizing the urgency in implementing development in the village Mojodeso. The leadership role of the village head often prioritizes the public interest and what is urgent is to be done immediately on the basis of a mutual agreement. Program Environmentally sound development is a priority and prima donna and this is it which at least spurred the spirit of citizens to participate in development in territory. Having a pleasant environment is something that can be give positive energy. This nuance is the motivational target of the village head to the villagers. This goal is not easy to achieve. That is, goals in aspect cleanliness and beauty of this environment not only must be prioritized, but must also support other programs in the real sector that touch the villagers' needs. performance the personal village head who smiles generously gives its own influence. Proposal unreasonable citizens addressed wisely. The main reason is always conveyed logically without

offending the feelings of the people. Reasons of rationality Budget availability is certainly the most rational reason. That proposal most of them appeared at the RT meeting level without being rushed by the village head. Usually the head of the village makes up his mind what are the logical suggestions and when If possible, the village head will follow up the village program.

Most of the residents' suggestions were from environmental and household economic aspects. This is the advantage of the village head in responding to the suggestions of residents, namely proposals are always directed psychologically to lead to environmental problems and household economic growth. Information collected from informants clearly shows that these two things are always being discussed, planned, implemented, and always and always evaluated as the most important part of development Modjodeso village. Another interesting thing from the informant's statement is communicative ability village head in receiving suggestions and input from residents. Even every RT with Allocation of RT Funds (ADRT) of IDR 1,000,000.00 which has been carried out since 2011, must drafted a proposal to disburse it, which at that time had not yet transferred billions of funds after Law Number 6 of 2014 concerning Villages. In this regard, the village also provides training and assistance in preparing proposals and accountability. Educational background and experience served as the head of the village is at stake. Every meeting at the RT level, the village head does not have to come directly, although sometimes also attend him. Every input is accommodated and discussed carefully. If there are suggestions that are less rational, the village head convey refusal subtly by using straightforward language and not offend. Creating a harmonious atmosphere is the main tip determinants of the village head's leadership. Wisdom and skill communicate as if to be the main weapon in expressing communication with residents. So it is not uncommon for the village head's communication style to be random accepted gracefully, even though in fact the proposal had the potential to be rejected generate tension or conflict. But because of the leadership of the village head so far it hasn't shown inequality or citizen dissatisfaction, then the residents so far we can still accept the rationality of rejecting the residents' proposals. So is time blowing slander or unconstructive news, the village head's attitude was caught wise, at least from the information of informants.

The religious basis of the village head can provide an answer as to why The rumors that circulated were not given an excessive response by the village head. Dialogue and brainstorming the advice neatly packaged at every opportunity by the village head seems to be giving an image the leadership of this village head is effective and efficient in dealing with tensions, competition and even conflict. Rumors or slander by itself gradually disappear. The fatherly nature that is highlighted is effective in reducing conflict and dispelling it issue that is difficult to accept accountability. So is the determination of options deliberation over a need to choose a particular program, village head determine it according to the availability of natural resources and

resources existing humans. The man behind the gun is the principle that is imposed for determine program options. The choice of program should be according to who will be control the program. Of course, the person overseeing the program must have ability and expertise so that the program runs well according to its intended purpose wanted. It's a cliché, but the information from this informant needs research confirmation through observation. The results, as far as the researcher's observational observations, program that runs and is carried out in this village has indeed reached the end of its destination and carried out by adequate personnel. On the other hand, the village head is able to instill values of sincerity to officials and citizens in working. The informant stated that the RT assistant innovation whose personnel are the entire village apparatus, works as a companion, work sincerely without being paid.

Innovative leaders want to hear about innovation from their subordinates because they believe that many of the best and most innovative ideas / ideas often come from subordinates with proposals from the lowest environment, namely the RT environment. Zenger and Folkman [17] emphasized his statement regarding the concept of hearing from subordinates as innovation potential. If this tip is done habitually (habituation), then it's a habit this ends up being a culture that upholds the principle of egalitarianism. Most Leaders do more talking than listening. Most leaders are more many govern top-down, and few prioritize listening and View suggestions from the bottom (bottom-up). Zenger and Folkman [17] see in making Culture can unblock very good ideas from the organizational level the very bottom. They are a group of people who are optimistic, full of energy, and always accepting new ideas and replacing sadness to be laughter. Innovation doesn't always come from above (leaders), therefore leaders innovative realizes that many ideas and innovations emerge from the bottom. They believe that innovative ideas/ideas that come from below will get full support of its members, thereby achieving success the vision will be easier. That is, Zenger and Folkman's landmark for hearing culture and bottom-up pattern is well confirmed and adequate [17]. Next Zenger and Folkman in his research entitled What Great Listeners actually Do, found 4 (four) characteristics of a great listener (Listening Skill). a. Listening well is more than just being silent when someone else is talking. A good listener is someone who doesn't just listen, but goes beyond that Ask questions that encourage discovery and insight.

Listening well including interaction builds one's self-esteem. Good listeners make conversation a positive experience for people others, not passive but critical without reproach. Listeners make others comfortable, feel trusted and supported, as indicated by a safe environment, where problems and differences can be openly dialogued. On the basis of this observation, researchers can ensure that the village head of Mojodeso has met the criteria as leaders who are able to listen and patterned deep bottom-up leadership policy making and development leadership in his village. Based on the correlative and causal description above, the scientific statement that What can be conveyed is that leadership prioritizes the bottom pattern up is always

actualized by listening more than talking Reign. For innovations that have been carried out by the Head of Mojodeso Village, it is found that there is radical nature, namely the emergence of a village program that had not previously been implemented never existed, let alone carried out in a village development mission, namely Allocation innovation RT Funds and RT Assistance, which are adoptive in nature. It is said to be a radical innovation because at that time, in 2011 there were no villages that had provided RT Fund Allocations. This ADRT innovation is a financial aid originating from the APBDes to the environment RT, which is then contested between RTs with the theme of environmental beauty. This matter in accordance with the established concept of insightful village development environment. This is what can be seen in the village program that was born in an aspirational way with an inspiring spirit that is applied in stages and with full calculation. Thus, it can be conveyed scientific academic statements that leadership innovation in the leadership of the village head gave birth to the active participation of village residents Modjodeso.

Adding the previous explanation to the first research indicator section related to the correlation of the village head's innovative leadership in growing governance governance and village development in Mojodeso, then innovative leadership It was also found that the participation of the villagers was active and encouraged full of loyalty and spirit of achievement due to the atmosphere of competition that has been accustomed to head of Mojodeso Village. One indication of his innovative leadership is stimulated creativity and the potential to discover new things. Head innovation transmission village personally to villagers through a program screening mechanism aspirational, at least it can be said to be three money equal to the formation of participation villagers. Thus, the creativity and innovation of village heads are infected to village residents led to the growth and development of village citizen participation Mojodeso towards successful development in his village. Next, a little sense of sentiment between residents/citizen groups that are embodied in the competition between RTs to fight for the champion position is a potential conflict in the Mojodeso Village community. But the Village head changed from the jockeying for champion positions into categories that allow all RTs into a certain category. Thus the potential for conflict that can become dysfunctional turned into a functional conflict can actually give birth encourage and give birth to citizen participation. As usual, not much leaders who are able to credibly address and manage conflict. Conflict always and often appears in its potential to accompany every program that is run and implemented by a leader. The Head of Mojodeso Village in this case is capable resolve potentially destructive conflicts and manage conflicts to become functional which actually increases the participation of villagers. In this way, the potential for conflict managed by leaders with assistance can increase citizen participation village on an ongoing basis.

Dialectically, it can be found that there is a theoretical void in theory Zenger and Folkman's innovative leadership when it comes to emergence potential conflict, where confirmation of the ten characteristics of innovative

leadership This does not yet guarantee efforts to maintain participation when it appears in the middle of the road competition and conflict. Innovative leadership at the empirical level in the research location which fulfills the 10 characteristics/characteristics namely: having a very good strategic vision, focusing on customers, creating a climate of mutual trust, showing fearless loyalty, placing their trust in culture improves communication from below upward, persuasive, set goals well, emphasize speed, open in communication, inspire and motivate through action. In character context creates a climate of mutual trust, not just getting and guarantee against failure in innovating, but ability in make discretionary innovation decisions, and the ability to manage conflict become functional and successful in instilling sincere values in village officials in work as well as to provide assistance to citizens to participate in development process. This is precisely what gave birth to citizen participation sustainably.

#### IV. CONCLUSION

Innovative leadership of the village head that prioritizes concern and empathy which gave birth to programs that are aspirational and have a bottom-up nuance, actually gave birth to implementation of the discretionary RT Fund Allocation (ADRT) assistance program which at the time then being competed creates conflict that is managed to become functional (Coser 1956, Ivancevich, Konopaske and Matteson (2006) by changing the winner of the race as a champion to be a winner in a certain category so that it is possible all are winners. On the other hand, RT assistance was carried out both in innovate and parse issues that become seeds of resolved conflicts at the lower levels, even assistants also function to absorb the aspirations of residents public. The atmosphere of competition has the potential for the emergence of this conflict become functional and foster the growth of loyalty to participate active (Surbakti, 2010) and member involvement (Jung & Hyun, 2018) in village development. This kind of innovative leadership is elaborated in such a way and real is packaged with persuasive skills, so that the relationship between village heads with its citizens occurs intensely. This innovative leadership is also filled with the spirit of achievement of the village head which is transmitted to its citizens which creates habituation competitive climate which at the same time creates conflict, but can be managed into a functional conflict. Likewise with the excesses of innovative leadership the village head who is full of innovations, is able to create a strong commitment local villagers as an indication of the growing participation of villagers in general sustainable. The findings in this study, as according to innovative leadership theory Zenger and Folkman with 10 traits namely: having very good strategic vision, focus on the customer, create a climate of mutual trust, show loyalty without fear, placing their trust in the culture increases communication from the bottom up, persuasive, set goals well, emphasize speed, open in communicating, inspiring and motivating through action, has been confirmed in the leadership character of the Head of Mojodeso Village.



But there are different things about the characters creating a climate of mutual trust (mutual trust). Where is the guarantee of protection against the risk of failure to innovate, what when subordinates make mistakes unintentionally and tell the truth. Village head Mojodeso in carrying out his innovations gets guaranteed protection, right? only from the leadership above it, but that guarantee is obtained by the existence of an administrative system government, which is known as discretion which is regulated in Article 1 Number 9 Law 30 of 2014 concerning Government Administration. Before the ADRT innovation as well as RT Assistance is established, these ideas are thrown in the community, in some time the community's response is felt to be supportive then do it village deliberations involving all levels of society, both village government, BPD, existing village institutions, community leaders, religious leaders, youth leaders, and women leaders to make decisions for the common good. This matter carried out in addition to deliberation is a habit that is carried out by villagers, on the other hand as a form of shared responsibility in the future received a warning from supra-village elements because there were no laws yet invitation set it up. This is one of the characteristics of leadership innovative – discriminatory.

#### REFERENCES

- [1] Elkington and Booyesen. Innovative Leadership as Enabling Function Within Organization: A Complex Adaptive System Approach. *Journal of leadership Studies*. 9(3). 78-80. 2015.
- [2] Solow, D., & Szmerekovsky, JG. *The Role of Leadership: What Management Science Can Give Back to the Study of Complex Systems. Emergence: Complexity & Organization*, 8, 52-60. 2006.
- [3] Probst, G., & Raisch, S. *Organizational Crisis: The Logic of Failure*. Academy of Management Perspectives, 19, 90-105. 2005.
- [4] Sen, A., & Eren, E. Innovative Leadership for the Twenty-First Century. *Procedia-Social and Behavioral Sciences*, 41, 1-14. 2012.
- [5] Senior, B., & Fleming, J. *Organizational Change*. Pearson Education. 2006.
- [6] Al harbi, Ibrahim Bader A. Innovative Leadership: A Literature Review Paper. *Open Journal of Leadership, Scientific research Publishing Inc*. 2021,10, 214-229. 2021.
- [7] Maak, T., & Pless, N. Business leaders as citizens of the world. Advancing humanism on a global scale. *Journal of Business Ethics*, 88(3), 537–550. 2009
- [8] Mango, Emmanuel. Rethinking Leadership Theories. Scientific Research Publishing inc. *Open Journal of Leadership*, 2018, 7, 57-88
- [9] Marques, J. (ed.). *Innovative Leadership in Times of Compelling Changes, Management, Change, Strategy and Positive Leadership*, 2022.
- [10] Wahyudi, Rodi, Community Participation in Development Programs, *Journal, Kutubkhanah, Journal of Religious Social Research*, vol 15, No 15. 2012.
- [11] Papa, Robert Opaat. *\_Factors influencing public participation in the project development in Busia county Kenya*. 2016.
- [12] Kaseya CN and Kihonge E. Factors affecting the effectiveness of public participation in county governance in Kenya: a case of Nairobi County. *International Journal of Scientific and Research Publications* 6(10). 2016
- [13] Nugroho and Fimmastuti. Elite and Empowerment of Local Community: The Dilemma Between Participation and Mobilization in The Era of Democracy, *Journal of Governance*, Vol.5, Issue 2, Dec 2020. Page: 249-265. 2020
- [14] Nyama, Vellin & Mukwada, Geoffrey. Factors Affecting Citizen participation in Local Development Planning in Murewa District, Zimbabwe, *Journal of Asian and Asian Studies*. 1-17. Sage. 2022
- [15] Ariratana, Wallapa, Tang Keow Ngang and Saowanee Sirisolkilp. The Effect of Innovative Leadership on Competency of Creating High Performance Organizations, *Kasetsart Journal of Social Sciences*, 40 (2019) 311-318. 2019
- [16] Ortega, EM and Palarisan, NJB. 2021. Innovative Leadership of Principals in the Implementation of Senior High School Program in Philippines. *South Journal of Social Studies and Economics*. 11(1): 48-59. 2021 Article No. SAJSSE. 68617
- [17] Zenger, Jack. and Folkman, Joseph. Research: 10 Traits of Innovative Leaders. *Harvard Business Reviews*. 2014, December 15. 2014
- [18] Khalili, Ashkan. Creative and Innovative Leadership: Measurement Development and Validation. *Management Research Review*, Vol. 40. No. 10, 2017.
- [19] Lim, JH 2010. Empowering citizens' voices in the era of e-government: Implications from South Korean cases. *Theoretical and Empirical Researches in Urban Management*7(7), pp.19-31
- [20] Matkin, DB, Scotti, D, Leadership In Health & Safety Phase Two & Three: Leading To Workforce Engagement. Society of Petroleum Engineers - SPE *International Conference on Health, Safety and Environment in Oil and Gas Exploration and Production*. 2011.pp. 56-58. 2011.
- [21] Rao, MS. *Innovative Leadership: Tools and Techniques to Acquire Innovative and Inspiring Ideas*, 2022.
- [22] Yi, Y., and Gong, T. Customer Value Co-Creation Behavior: Scale Development and Validation. *Journal of Business Research*. 2022. [23] Eco, Sutoro. *Democratic Transition, The Collapse of the New Order Regime*. Yogyakarta. APMD Press. 2003.
- [24] Miles, MB, Huberman, AM and Saldana, J. 2014. *Qualitative Data Analysis: A Methods Sourcebook*. Sage, London.