

Leadership management of village heads based on soft skill development of coastal communities in Indonesia

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Submission date: 26-Jun-2023 10:55AM (UTC+0800)

Submission ID: 2122648930

File name: PPM_2022_03_Djafri-2-15.pdf (509.42K)

Word count: 7662

Character count: 43196



8 BUSINESS PERSPECTIVES



LLC "CPC "Business Perspectives"
Hryhorii Skovoroda lane, 10,
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www.businessperspectives.org

Received on: 11th of April, 2022

Accepted on: 18th of July, 2022

Published on: 31st of August, 2022

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Conflict of interest statement:

Author(s) reported no conflict of interest

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[http://dx.doi.org/10.21511/ppm.20\(3\).2022.19](http://dx.doi.org/10.21511/ppm.20(3).2022.19)

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LEADERSHIP MANAGEMENT OF VILLAGE HEADS BASED ON SOFT SKILL DEVELOPMENT OF COASTAL COMMUNITIES IN INDONESIA

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Abstract

This study aims to map the soft skills of the coastal area community's potentials through leadership management of the village heads to be innovative to develop the village growth in the coastal area of northern Indonesia. The study relied on a survey with a mixed method. It involved villagers in Bilato District, Gorontalo Regency, Indonesia, as the population and 33 villagers (village heads, village officials, prominent figures, and villagers) as the sample. It was found that village heads' leadership management in soft skill development of community potentials based on the village innovation system in the coastal area arrives at a good category. Further, this study found that the village heads' leadership management in managing potential soft skills and characteristics of village communities in coastal areas based on village innovation systems in Bilato District, Gorontalo Regency, Indonesia, was in the good category with a percentage of 71.4%. This percentage is obtained through several indicators, i.e., (1) leadership management with 76.3% (good category); (2) village head strategy with 75.4%; and (3) innovation system with 66.2% (good category).

It is expected that it can be further improved through other indicators apart from the grand design and the analysis of village heads' leadership management model in managing soft skills of potentials and characteristics of the village community in the coastal area based on village innovation systems.

Keywords

coastal area, empowerment, leadership strategy, potential soft skills management, village community innovation

JEL Classification

O15, O32, O35, O38

INTRODUCTION

According to Law Number 23 of 2014 (Legislation of the Republic of Indonesia, 2014a), a village is a legal community unit with jurisdictional territorial boundaries. It is authorized to regulate and manage the interests of the local community based on local origins and customs, which are recognized or formed in the National government system in the regency/city, as stated in the 1945 Constitution of the Republic of Indonesia. The rationales for village regulation comprise diversity, participation, genuine autonomy, democratization, and community empowerment.

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Implementing villagers' empowerment and village development, a village head, as the leader and spearhead of village development, is responsible for such development. A village head's role is crucial since she/he is the one who has the highest authority in the village. Village heads have the right to make decisions, lead the community, accommodate their aspirations, and protect them, so they are involved in the village development. As the unit of service and protection to the

community, village heads and officials can manage the village. By the village head's leadership, s/he is able to encourage the community's participation in solving problems through a meeting. As a result, s/he has been relied on by the community, even for their personal problems. At critical times, a village head can give solutions and play an active role in the village's development. S/he can also be aspirational and motivate the villagers to manage and develop the village's potentials together, thus bettering their economy and well-being.

The village manages the development of village potentials. A village head is a leader with full authority to promote the village. Therefore, one of the crucial things to do is how the village head can manage and develop village's potentials, so that she/he can continue to be innovative, and the community is motivated to work together with the village government in managing village resources as in accordance with the potential characteristics of a village itself.

Every village, including the one in a coastal area, is unique and has strengths, characteristics, and potentials. The potentials can be developed through various sectors, both human and natural resources development.

A village head should pay close attention to village development. She/he should also have survival skills for the village resources management. Human resources are mapped through thinking, working, activities, and communication skills. Meanwhile, village's natural resources in a coastal area are mapped through education, agricultural, fisheries and marine, civil and legal, economic and social, cultural and religious fields, and others.

The development of soft skill mapping in rural areas has been specifically conducted because the village government focuses on hard skill development. It is how a village head only focuses on completing a centralized program of activities. In fact, hard skill activities go hand in hand with soft skill activities because village government's activities will be completed if it goes simultaneously with the problem-solving of villagers, the involvement of the community in building a cooperative relationship, and a leader with an entrepreneurial spirit so that s/he can work together with other parties, namely academicians, entrepreneurs, and others to advance the village.

Managing, mapping, and developing village resources highly require strategies, skills, and attitude of social adaptive of a village head. Therefore, a village head can work together with and help villagers participate by being polite, disciplined, persistent, and having the abilities to cooperate with others, help each other improve lives and prosperity so that the village can go forward, be excellent and competitive.

Drawing upon the above explanation and problem, the paper was devoted to mapping soft skills of a community's potential in a coastal area so that a village head can keep being innovative to develop the village in Gorontalo Province. As a result, this study produces a grand design of innovation-based leadership strategy management model of village head in managing soft skills of potentials and characteristics of a participatory community in the coastal area.

1. LITERATURE REVIEW

1.1. Leadership management of village heads

Stoner (2006) argues that the concepts of management have the meaning of management functions: planning, organizing, actuating, and controlling (POAC) through organizational activities as the

completion of reference framework in achieving the final activity goal that is effective and efficient as the key to the success of the organization.

Terry and Rue (2010) define management as a process of achieving organizational goals through other people's efforts. There are specific rules and manners in management, so that management leadership will be regulated under applicable pro-

visions. A person who carries out the management function is a leader.

A leader determines the effectiveness of management. As the ones with leadership authority, leaders lead their subordinates to do some of the work in reaching goals. They use formal authority to organize, lead, and control the subordinates to be responsible; all works are coordinated to reach the company's goals.

According to Siswanto (2013), effective leadership occurs when the subordinates respond to the duty assigned by the leader because they are willing to do it and find compensation. Moreover, the leader's personality in assigning their jobs makes them respect and obey the leader. Besides, they work together wholeheartedly and realize that the leader's request is consistent with their personal goals.

Yamin and Maisah (2010) state that leadership refers to a process of influencing that a person does to manage his/her group members to achieve organizational goals. Leadership is a form of leading strategy or theory that leaders perform.

Kartono (2003) points out that leadership is specific, distinctive, and requires special situations. In a group that carries out certain activities with unique goals and equipment, a group leader with those characteristics serves as the function in the special situations mentioned earlier. Leadership is called *Zi'amah* or *Imamah* in Arabic. Leadership concerns the process of stimulating, mobilizing, leading, and coordinating people's motives and loyalties who get involved in the joint effort.

In their leadership, leaders should master soft skills to strengthen knowledge and competence in the field they study. Wagner (2008) emphasized seven survival skills that have significant value in this 21st-century era. Those skills are soft skills that include:

- a) critical thinking and problem-solving;
- b) collaboration through the network and leading with influence;
- c) being agile and adaptable;
- d) having initiative and entrepreneurial spirit;
- e) having good written and oral communication;
- f) being able to access and analyze information; and
- g) having an imagination.

On this ground, the mastery of soft skills is essential, thus making a village head challenged to promote the village.

Leadership is part of management functions with strategic positions in an organization's system and hierarchy of work and responsibility. Following the conceptual definition of leadership management, a village head should be able to plan, organize, and supervise the whole elements of the village through the abilities to:

- a) lead the community;
- b) motivate the community;
- c) decide to develop the village; and
- d) supervise the community in developing the potentials and characteristics of the village.

1.2. Development of soft skills of community's potentials in coastal areas

Essentially, a coastal area is a transitional zone between terrestrial and marine ecosystems. A coastal village geographically occupies an area on the sea boundary up to 12 miles, with the land boundary covering coastal districts and small islands. However, in the context of Law on Villages, a village is defined as a legal community unit with territorial boundaries that is authorized to regulate and manage the interests of the local community based on rights of origins, local customs, and socio-cultural aspects in accordance with the community development and principles of Unitary State of the Republic of Indonesia (known as NKRI in Indonesia) (Legislation of the Republic of Indonesia, 2014b). In this context, it is clearly stated that there are two different perspectives on autonomy.

In the Law on Coastal and Maritime regime (Legislation of the Republic Indonesia, 2007), village autonomy is still under the regency's control. Meanwhile, in the regime of Law on Village, the autonomy is in the village itself; there is only a coordinating relationship with the regency/city regarding village development financing. A village head is authorized to regulate and manage the community's interests as mandated by the regency/city governments (Legislation of the Republic of Indonesia, 2014b). For such a reason, the rights of permits are in the village, making the potentials

development of coastal areas strongly determined by the success of a village head in serving and protecting the community. This will eventually bring a higher level of governmental and developmental success. As a prominent figure, a village head also takes on the task of developing villagers' soft skills; he-she must be environmentally-responsive and good at growing the eagerness to establish a great village.

People's soft skills create social workers with competencies by facilitating them with *soft skills-based guidance*. Today's society deals with numerous problems in terms of weak law enforcement, education, economy, technology, social aspect, and culture. They are thereby demanded to remain existing. During this time, village heads play their role as leaders in improving the social status of and bettering the lives of the community and achieving more satisfying and advanced life standards, as well as the economy (Junaenah, 2014).

Nugroho (2009 cited by Rokhimawan, 2012), explains that soft skills primarily relate to one's feeling sensitivity toward their surroundings. Since soft skills have something to do with psychological skills, the impact is more abstract yet feelable, such as being polite, disciplined, persistent, cooperative, altruistic, and others (Rokhimawan, 2012). On the other hand, Wibowo and Hamrin (2012) claim that soft skills refer to intrapersonal and interpersonal abilities (not technical and academic abilities).

Further, soft skills are personal and interpersonal behaviors that develop and maximize individuals' performances, including team building, decision-making, initiatives, and communication (Muqowim, 2012).

Village heads should have roles and soft skills. Their position in the community is a *social worker or community worker*. There are four prominent roles and skills that specifically lead to particular techniques and skills in soft skill *empowerment* in the community (Ife, 2013), including a) *facilitative roles and skills*, b) *educational roles and skills*, c) *representational roles and skills*, and d) *technical roles and skills*.

Sailah (2007) points out that seven unique roles are necessary to functioning as facilitative skills:

- a) Social Animation, a village head's skill to generate energy, inspiration, and enthusiasm of the community, as well as activate, stimulate, and grow motivation to take actions.
- b) Mediation and Negotiation. A community empowerer must be able to carry out the function of mediation (becoming a mediator) to connect groups in society in conflict to achieve the goal of empowerment. Such a role is to provide and develop extrinsic and intrinsic support for the people involved in the community structure and activity.
- c) Forming Consensus, emphasizing the common goal of empowering soft skills and helping the community move promptly in achieving consensus.
- d) Group Facility. The effectiveness of change agents as community empowerers also connects with their skill to interact with small groups within the community.
- e) Resources and skills utilization. A *social worker* as a community empowerer should be able to identify and utilize different skills and resources in the community.
- f) Personal communication.

A *social worker* as a community empowerer should have good personal communication.

In conclusion, regarding leadership, a village head has a strategic role in developing soft skills of participatory villagers' potentials and characteristics. This is elaborated through indicators that a village head should possess the mapping strategy:

- a) a village head should be able to manage village administration;
- b) a village head should be the pioneer of social care;
- c) a village head can build a solid team for village advancement, well-being, and economic improvement;

- d) a village head can manage the relationship among the community; and
- e) a village head should be able to communicate and inform village development among the community or at the regency, provincial, and central levels because the leadership of a village head is structurally systemized under the central government, and coordinated by the provincial and regional government.

1.3. Collaboration with villagers in bettering village innovation system

An innovative village is where its villagers can recognize, deal with, and use advanced technology or new methods around them to overcome problems and better their economy.

Innovation is a way of maintaining the existence of the organization. Organizational innovation is expected to respond to any complexity, especially in intense competition, and create sources for competitive advantage. This matter can be reached through new technology introduction, a new application in products and services, new market contributions, and a new form of organization (Triwahyuni, 2003).

According to Trianto (2010), leadership with innovative thinking is when leaders in their leadership can develop the vision (innovation) of the environment to be implemented in change, development, supervision, and protection of environmental resources. Leadership supported by innovation plays a role in exploring local potentials in the form of initiative and participation to contribute to local programs (bottom-up innovation) in the environmental and socio-cultural aspects (Fodor & Sitanyi, 2008). Furthermore, innovation is essential to preserve the cluster village ecosystem and ecotourism in order to give benefits to the local community or visitors from elements of market behavior that threaten human resources and conservation of natural resources and their environment (Raufflet et al., 2008).

On this ground, leadership management of village heads should have an innovation system and skills in village development in the coastal area. Village

heads should also improve their personality, develop habits in society, work in a team, and have credible leadership traits. By this, a village head can better the village innovation systemically through the innovation system indicators of village potentials:

- a) Human Resources Improvement: educational; economic; and well-being;
- b) Natural Resources: fisheries and marine; agriculture; livestock; and tourism.

2. METHODOLOGY

2.1. Type and approach

This study is explanatory research as the insights of the topic were accumulated from previous studies. Sugiyono (2013) states that explanatory research highlights the causality between research variables and tests formulated hypotheses by considering the complexity and object of study. The behavioral aspects also play a vital role in the exchange process between partners. Thus, this paper relied on a case study strategy. Yin (2003) argues that a case study is the only appropriate method to understand complex subjects. A qualitative descriptive approach was also employed.

2.2. Population

Population refers to an area of generalization consisting of an object or subject with particular qualities or characteristics that meet the research requirements. The subject or object is further analyzed prior to conclusion drawing (Sugiyono, 2013). In qualitative research, the population is defined as the data source from specific social situations. Based on Komariah and Satori (2010), the research subjects are objects or people eligible for becoming the research object. For the research sample, selections of a particular person, object, or organism that is qualified for the source of information had been made, specifically about the information regarding village heads' leadership management in soft skill development of coastal area community's potentials based on village innovation system in the northern area of Indonesia. As many as 200 people were involved as the population, consisting of village heads and the sec-

Table 1. Instrument distribution

Source: Authors' elaboration.

No.	Description	Total of participants
1	Village heads	10
2	Village secretaries	10
3	Village officials	50
4	Village apparatus	10
5	Prominent figures	20
6	Community of Bilato village	100
Total		200

retariat scattered across the ten villages in Bilato District, Gorontalo Regency, Indonesia. Village officials with 10 people, village apparatus with 10 people, prominent figures with 20 people, and the community with 100 people were also included.

2.3. Data collection

Purposive sampling was utilized to collect the data. This technique determines the subject/object according to its purpose by using personal considerations under the research topic, followed by selecting the subject/object as the unit of analysis. The study selected the analysis units based on the needs and assumptions that the units are representative. Purposive sampling narrows its sample selection to provide relevant and effective responses regarding the given questions so that the obtained data are directly from the sample who understands the field of study in question.

2.4. Participation and research site

This study was conducted in Bilato District, Gorontalo Regency, Indonesia. The community of Bilato District is spread along the coastal area, where some village parts are on the mainland, with most (85%) working as fishermen, farmers, gardeners, artisans, and civil servants. According to the statistics of village population, the coastal area of Bilato District has a population of 78 people/km/124/76 hours/km with a total population of 580 women and 480 men, and a total of 2,803 families (KK). Thus, the focus of this research was the community in Bilato District.

2.5. Data processing

The data were processed from the primary data, such as the transcribed in-depth interview and the focus group discussion with various participants, field observation data on village heads'

leadership management, village potentials and characteristics, and community aspirations. The questionnaire being asked related to:

- 1) Village heads' leadership management;
- 2) Mapping strategy for soft skills of village's potentials and characteristics;
- 3) Innovation system in the research area.

2.6. Data analysis

Data analysis is the action after all respondents, or other data sources, have been collected. This study employed a descriptive analysis using a frequency table as the data analysis technique. The frequency of respondents' achievements for each item of the questionnaire is determined by:

$$P = \frac{f}{N} 100\%, \tag{1}$$

where P = Percentage; F = Frequency; N = Total respondents; 100% = Fixed number.

The percentage in the score is calculated by:

$$Pr = \frac{SA}{SI} 100\%, \tag{2}$$

where Pr = Percentage of the research result; Sc = Actual score or the total score achieved by all respondents; Si = Ideal score or the maximum score that can be achieved; 100% = Fixed number.

Table 2. Criteria qualification

Source: Sugiyono (2013).

No.	Range of Score %	Criteria
1	91-100	Excellent
2	76-90	Good
3	51-75	Fair
4	≥ 50	Poor

3. RESULTS AND DISCUSSION

3.1. Model of managing soft skills of potentials and characteristics of village communities in the coastal area based on a village innovation system

In order to produce the effective model of managing soft skills of potentials and characteristics of village communities in the coastal area based on a village innovation system, the study created a concept map to visualize the model. The model will be explained in Figure 1.

Leadership of village heads in managing the village can plan, organize, and supervise all elements of the village through:

- 1) a village head who can lead the community;
- 2) a village head that is capable of motivating the community;
- 3) a village head that is qualified to make the decisions to develop the village;
- 4) a village head who can supervise the community members in developing the potentials and characteristics of the village.

Considering development of soft skills of potentials and characteristics of the village community, a village head should:

- 1) manage village administration;
- 2) become pioneers of social care, build a solid team for village development;
- 3) improve the well-being and the economy of the community;
- 4) manage the relationship between communities in all fields; and
- 5) communicate and inform village development between communities, as well as at the regency, provincial, and central levels because the leadership of village heads is structurally systemized under the central government, and coordinated by the provincial and regional government.

Leadership management must have an innovation system in terms of village development. Aside from being skilled in developing soft skills for the potentials of the village in the coastal area, village heads must be able to have and develop their personality, habits, and the community, teamwork, and display credible leadership traits and types, so that they can systematically improve their village innovation through:

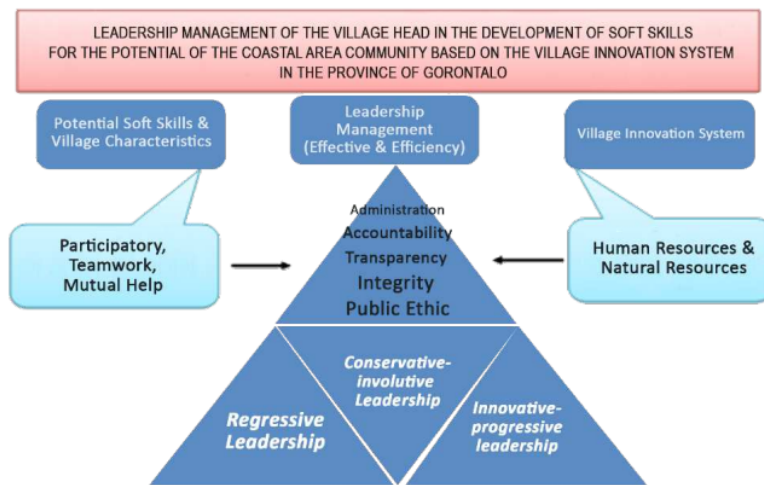


Figure 1. Concept map of effective village innovation-based leadership management model

- 1) Human Resources Improvement: education; religious, social, and legal aspects; utilization of information and communication technology; economic and welfare improvement; and
- 2) Natural Resources: fisheries and marine; agriculture; livestock; and tourism and other fields.

3.2. Analysis of village innovation system-based leadership management in soft skill development of coastal area community's potentials in Gorontalo Regency

3.2.1. Village leadership management in Bilato District

Leadership management of village heads in managing the village is the capability of planning, organizing, and supervising all elements of the village, consisting of four indicators:

- 1) a village head who can lead the community;
- 2) a village head who can motivate the community;
- 3) a village head who can make decisions to develop the village;
- 4) a village head who can supervise the community in developing the potentials and characteristics of the village.

Table 3 summarizes the percentage and score of the indicator of village heads' leadership management in managing their villages. It displays that the village head has the aptitude for planning, organizing, and supervising all village elements in the site area. Therefore, it can be seen that the aver-

age score for the indicators arrives at good criteria with an average percentage of 76.3%. This shows that leadership management of village heads in the research area is good by:

- 1) leading the community;
- 2) motivating the community;
- 3) making decisions to develop the village; and
- 4) supervising the community members in developing the potentials and characteristics of the village.

Based on the analysis of village heads in managing the village, a village head should be able to plan, organize, and supervise the entire village elements in the research site. Furthermore, having a score of less than 23.7% forces village heads to maximize their leadership in order to optimize, lead, and motivate the community in their activities, be assertive in disciplining, grasping, and obtaining information on the community's locations and situations when needed and during village potential activities. Moreover, weak competencies of village heads in Bilato District are managerial/leadership and village government management; hence, this dimension needs to be given close attention. The skill dimension is essential, which will determine the success of the village head in carrying out village government so that it must be sufficiently possessed. In this regard, village heads in Bilato District are required to attend training in management/leadership (Sudarmanto, 2009).

3.2.2. Strategies in mapping soft skills of characteristics and potential community development in Bilato District

The strategies of village heads in mapping soft skills of characteristics and developing the potentials of village communities are through indicators:

Table 3. Leadership management indicators in the villages of Bilato District

No.	Respondents' Response	Score	Percentage (%)	Category
1	Village head who can lead the community	73	70.2%	Fair
2	Village head who can motivate the community	65	62.5%	Fair
3	Village head who can make decisions to develop the village	86	82.7%	Good
4	Village head who can supervise the community in developing the potentials and characteristics of the village	67	64.4%	Fair
Average Score, Percentage, and Category		79.5	76.3%	Good

Table 4. Strategy indicators in mapping soft skills of characteristics and potential development of village community in Bilato District

No.	Respondents' response	Score	Percentage (%)	Category
1	A village head is capable of motivating the community	70	68.4%	Fair
2	A village head becomes a pioneer of social awareness	73	70.2%	Fair
3	A village head is committed and consistent to improving the welfare and economy of the community	68	65.6%	Fair
4	A village head can manage inter-community relations and activities	82	78.7%	Good
5	A village head can communicate and inform all village development between as well as at the regencial, provincial, and central levels because the leadership of the village head is structurally systemized under the central government, coordinated by the provincial and regional government	89	85.6%	Good
Average Score, Percentage, Category		78.5	75.4%	Good

- 1) ability to manage village administration;
- 2) ability to become pioneers of social care, build a solid team for progress;
- 3) ability to improve the welfare and economy of the community;
- 4) ability to manage relationships between communities;
- 5) ability to communicate and inform all inter-village developments to the community as well as at the regencial, provincial, and central levels because the leadership of the village head is structurally systemized under the central government, coordinated by the provincial and regional government.

5) a village head can communicate and inform all village development between communities and as well as at the regencial, provincial, and central levels because the leadership of the village head is structurally systemized under the central government, coordinated by the provincial and regional government.

The results showed that village heads' strategy variables in mapping soft skills of characteristics and developing the potential of rural communities have a value of less than 24.7%. This result shows that village heads should optimize their performance, apparatus, and officials in terms of community services, administration, and static and dynamic archives management, including hard and soft files. A village head also needs to be more concerned with improving the economy, community welfare, and coordination system between the internal and external institutions. Finally, a village head has to take a mediating role in social relations between all parties/institutions and other stakeholders more effectively because it is under the law.

It can be seen that the average score of village head's leadership management indicators in the research area is in the criteria of good, with an average of 75.3%. This shows that the village head's strategy in mapping characteristic soft skills and development of village community potentials in the area has potentials and characteristics soft skills strategy, namely by:

- 1) leading the village apparatus and officials to manage village administration;
- 2) a village head becomes a pioneer of social awareness;
- 3) a village head is committed and consistent to improving the welfare and economic improvement of the community;
- 4) a village head can manage inter-community relations and activities;

Law Number 6 of 2014 (Legislation of the Republic of Indonesia, 2014b) concerning Villages in Article 26 states that a village head is in charge of implementing village government, village development, village community development, and village community empowerment. Based on the law, it is mandated that villages head carry out village development, along with all the capacities, e.g., community participation. Thus, village heads' strategies in mapping soft skills of characteristics and developing the potential of rural communities are more optimized in developing participatory village community empowerment in the coastal area so that all village heads, officials, apparatus, and vil-

lage communities in Bilato District are more optimal in developing participatory, communication, and cooperation.

3.2.3. Leadership management with an innovation component in developing villages

Leadership management of village heads must have an innovation system for developing the village:

- 1) Human Resources Improvement: educational environment; economic and welfare improvement; and
- 2) Natural Resources Improvement: fisheries and marine; agriculture; livestock; and tourism.

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It can be seen that the average score for the indicators of village heads' leadership management in the village innovation system to develop the village in the research area is in the fair criteria with an average of 66.3% (Table 5). This shows that while managing the village, village heads should be more skilled in developing the potential soft skills of villages in coastal areas; a village head, besides himself, must be able to have and develop his personality, also be able to work in a team and have credible leadership traits, because then s/he can improve his village innovation systematically, through:

- 1) Human Resources Improvement: education; religious, social, and legal aspects; utilization of

information and communication technology; improvement of the economy and welfare; and

- 2) Natural Resources Improvement: fisheries and marine; agriculture; livestock; and tourism and other fields.

Based on the above results, the minimum value is 35.8%. For this lack of value, it should be further increased by optimizing public education through training, counseling on community activities and technical guidance, introduction and strengthening in the field of ICT, and maximizing the utilization of potential natural products in order to improve the economy and welfare of the community. Sutabri (2014) argues that technology can solve problems, optimize work implementation, and be utilized for completeness of work.

The three indicators are:

- 1) village heads' leadership management;
- 2) soft skill development of community potentials in the coastal area village; and
- 3) village heads' leadership management in the village innovation system to develop the village in Bilato District, Gorontalo Regency, Indonesia.

The recapitulation is presented in Table 6.

The recapitulation of the percentage results regarding village heads' leadership management

Table 5. Leadership management indicators in the village innovation system to develop villages in Bilato District

No.	Respondents' Response	Score	Percentage (%)	Category
1	Human Resources	73	70.2%	Fair
2	Natural Resources	67	64.4%	Fair
Average Score, Percentage, Category		70.5	66.2%	Fair

Table 6. Recapitulation of village heads' leadership management in soft skill development of coastal area community potentials based on village innovation system in Bilato District

Source: Authors' elaboration.

No.	Indicator	Average total score	Percentage	Category
1	Village heads' leadership management in Bilato District	79.5	76.3%	Good
2	Soft skill development for coastal area community potentials	78.5	75.4%	Good
3	Village innovation system	70.5	66.2%	Fair
Total		75.5	71.4%	Good

in soft skill development of coastal area community potentials based on village innovation system in the research area shows that 71% is in the good category. Therefore, the conclusion is that village heads' leadership management in soft skill development of coastal area community potentials based on the village innovation system in Gorontalo Province has been performed well.

The recapitulation results regarding the leadership management of village heads in soft skill development of coastal area community potentials based on village innovation system in the research area shows a lower value of 30.6%. As a way of optimization, a village head must be fully able to be more effective and efficient by improving leadership management through three types of leadership, namely, regressive leadership, involutive conservative, and progressive leadership.

Regressive leadership can be interpreted as leadership with an autocratic character. In theories, autocracy means a government whose political power is held by one person. One of the characteristics is anti-change, related to changes in the new governance of the village, whether it is a village meeting, joint economic efforts with the village, and others will be rejected. Parochial villages (living together based on kinship, religion, ethnicity, or other lines) and corporatist villages (subject to state policies and regulations) usually present this kind of leadership.

Conservative-involutive leadership is characterized by village heads who work as they are (taken for granted), enjoy power and wealth, and do not attempt to innovate (change) that leads to democratization and people's welfare. This type of leadership generally only carries out directives from above, functions of the village head textually according to the main functions and assignments of the village head.

Innovative-progressive leadership is characterized by a new awareness of managing power for the benefit of the community at large. This lead-

ership model is not anti-change; it opens the most expansive possible space for public participation, transparency, and accountability.

With such a leadership pattern, a village head will get greater legitimacy from the community. The most fundamental aspect in carrying out village leadership is integrity and legitimacy. This is closely associated with the level of credibility/trust of the community and the legitimacy, confidence, and right to power. Legitimacy is related to people's attitudes toward authority. The authority to lead, govern, and represent the village community, as well as improve leadership and a more participatory community in soft skill development of coastal area community potentials based on village innovation system in the research area. The characteristics of an innovative village are when a village head and the community can make a village/village a pilot village, namely manage the potential of the village through the optimization of human resources and natural resources for economic independence, and the superiority of marine and land products become the main strength as a local characteristic that will never be found the same in other areas. By understanding the characteristics possessed, universities or the government will find it easier to implement their work because there are few resistant people.

To realize society's welfare, the village government, through the village head, must carry out development based on the aspirations and participation of the community and provide public services, inform data needs by improving administrative management as well as possible. According to village characteristics, this requires a village head, the community, and the private sector to be essential in developing the village's potential results. Active community participation, freedom and openness of opinion, and accountability for governance are the primary means for a village institution, the private sector, and the community so that they can work together to build more innovative villages through village potential soft skills (Sumantri, 2019).

CONCLUSION

Based on the obtained results, the study concludes that village heads' leadership management in soft skill development of coastal area community potentials based on the village innovation system in Gorontalo Regency arrives at a good category with indicators:

- a) leadership management;
- b) village head strategy; and
- c) innovation system.

It is implemented through the grand design of the village heads' leadership management model and the analysis of village heads' leadership management in managing soft skill potentials and characteristics of village community in coastal areas based on village innovation system.

The indicators are:

1. The leadership of village heads in managing the village can plan, organize and supervise all elements of the village through the village head who can direct, motivate, make decision, and supervise in developing the potential and characteristics of the village and its community.
2. In developing the soft skills potentials and characteristics of the village community, village heads can manage village administration to become the pioneers of social care in building a solid team for progress, welfare, and the improvement in the economy of the community, manage relationships between communities, and communicate regarding all village developments between communities, districts, regional, and central levels.
3. The leadership management of village heads must have an innovation system in developing the village through the improvement of human resources (educational, social, and legal environment), utilization of information and communication technology, and improvement of the economy and welfare. Developing the village through the improvement of natural resources could be done through fishery and marine, agriculture, livestock, tourism, and other sectors.

It is expected that it can be further improved through other indicators apart from the grand design and the analysis of village heads' leadership management model in managing soft skills of potentials and characteristics of the village community in the coastal area based on village innovation systems in Bilato District, Gorontalo Regency, Indonesia.

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ACKNOWLEDGMENT

We would like to express our gratitude to the Head of the Faculty, the Dean of the Faculty of Education, Village Head, and District Head, Local and Provincial Government for the implementation of this study.

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