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# VILLAGE INNOVATION SYSTEM-BASED LEADERSHIP MANAGEMENT OF HEAD VILLAGE IN DEVELOPING SOFT SKILLS OF VILLAGERS' POTENTIALS IN BILATO COASTAL AREA IN GORONTALO PROVINCE

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## ABSTRACT

The lowest level of government in a region is the village head in managing village potentials. The head of a village, especially a village in a coastal area, should have innovative leadership with human and natural resources as the assets for village development. A village head who understands the management function should be able to run the village government affairs properly in managing and empowering the village potentials through mapping village characteristics and potentials, giving services to the public, improving the economy and well-being of the coastal area community. The present study relied on a survey with a mixed method. It involved Bilato Villagers in Bilato District as the population and 33 villagers (village head, village officials, prominent figures, and villagers) as the sample. Moreover, this research aims to map the soft skills of the coastal area community's potentials through leadership management of the village head to be innovative to develop the village in Bilato District, Gorontalo Regency, Gorontalo Province. This study produced 1) Profile of Village in Bilato District; 2) Grand Design of Village Innovation System-Based Leadership Management Model of Village Head in Managing the Soft Skills of Potentials and Characteristics of the Villagers in the Coastal Area, Bilato District, Gorontalo Regency, Gorontalo Province; 3) Analysis of Village Innovation System-Based Leadership Management of Village Head in Managing the Soft Skills of Potentials and Characteristics of the Villagers in the Coastal Area, Bilato District, Gorontalo Regency, Gorontalo Province. The indicators consisted of A) Leadership management of village head in managing, planning, organizing, and supervising all village elements through the head village who is able to lead and motivate the community, make a decision for developing the village, and supervise the community in developing the potentials and characteristics of the village; B) The development of soft skills of potentials and characteristics of villagers; the village head is able to 1) manage village administration; 2) become the pioneer of social care, build a solid team for improvement; 3) better the prosperity and economy of the community; 4) manage the relationship among the community; 5) communicate and inform village development among the community or in the regency, provincial, and central level because the leadership of a village head is structurally systemized under the central government, coordinated by the Provincial and Regional Government; C) Leadership management of village head should have innovation system in village development through 1) Human Resources Improvement; a) educational, religious, social, and legal scope, b) the utilization of Information and Communication Technology, c) the improvement of economy and welfare, and; 2) Natural Resources; a) the fields of fisheries and marine, b) agriculture, c) livestock, d) tourism, and others

**Keywords:** Leadership Management of Head Village. Soft Skills of Community's Potentials. Coastal Area. Village Innovation.

## **INTRODUCTION**

According to Law Number 23 of 2014, village is a legal community unit that has jurisdictional territorial boundaries, 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.

In implementing villagers empowerment and village development, the village head, as the leader and spearhead of village development, is responsible for such development. A village head's role is crucial since s/he is the one who has the highest authority in the village. A village head has the right to make decisions, lead the community, accommodate their aspirations, and protect them so that they are involved in the village development. The village head and village officials, as the unit of service and protection to the community, 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. A village head 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 development. S/he can also be aspirational and motivate the villagers to manage and develop the village 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. One of the crucial things to do is how the village head can manage and develop the village potentials, so that s/he can continue to be innovative, and the community is motivated to work together with the village government in managing the village resources as in accordance with the potential characteristics of the 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 of development, both human and natural resources development.

A village head should pay close attention to village development. S/he should also have survival and skills for the village resources management. Human resources are mapped through thinking, working, doing activities, and having communication skills. Meanwhile, the 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.

As of today, the development of soft skill mapping in rural areas has been specifically conducted because the village government relatively focuses on hard skill development. It is how the village head only focuses on the completion of a centralized program of activities. In fact, hard skill activities go hand in hand with the soft skill activities because the village government's activities will be completed if it goes simultaneously with the problem-solving 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 the village head. Therefore, the village head can work together with and help villagers participate in being polite, disciplined, persistent, and having 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 present work was devoted to mapping soft skills of community's potentials in a coastal area, so that the village head can keep being innovative to develop the village in Gorontalo Province. This research produces a Grand Design of f 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.

## **THEORETICAL REVIEW**

### **Leadership Management of Village Head;**

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.

Miftah Terry G.R (2010: 8) defines management as a process of achieving organizational goals through the efforts of other people. There are specific rules and manners in management, so that management leadership will be regulated under applicable provisions. A person who carries out the management function of a leader.

A leader determines the effectiveness of management. As the one with leadership authority, a leader leads their subordinates to do some of the works in reaching goals. Leaders use formal authority to organize, lead, and control the subordinates to be responsible; thereby, all works are coordinated to arrive at the company's goals.

According to Siswanto, effective leadership occurs when the subordinates respond to the duty assigned by the leader because they are willing to do it and find compensation. 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.

Martinis Yamin and Maisah (2010: 74) state that leadership refers to a process of influencing that a person does to manage his group members to achieve organizational goals. Leadership is a form of leading strategy or theory that leaders perform.



Kartini Kartono (2003: 48) points out that leadership is specific, distinctive, and requires special situations. In a group that carries out certain activities with special goals and equipment, the group leader with those characteristics serves as the function of the special situations mentioned earlier. Leadership is called *Zi'amah* or *Imamah* in Arabic, in the terminology proposed by Marifield and Hamzah. 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 (2008:14) emphasized seven survival skills that have significant value in this 21st-century era. Those skills are soft skills that include (1) critical thinking and problem-solving; (2) collaboration through the network and leading with influence; (3) being agile and adaptable; (4) having initiative and entrepreneurial spirit; (5) having a good written and oral communication; (6) being able to access and analyze information; and (7) having an imagination. On this ground, the mastery of soft skills is essential, thus making the village head challenged to promote the village.

Leadership is part of management functions with strategic positions in the system and hierarchy of work and responsibility in an organization. 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 1) lead the community, 2) motivate the community, 3) make a decision for developing the village, 4) supervise the community in developing the potentials and characteristics of the village.

**The Development of Soft Skills of Community's Potentials in the Coastal Area Should be Taken Into Account by the Village Head's Leadership.** In essence, a coastal area is defined as 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). In this context, it is clearly stated that there are two different perspectives on autonomy. In the Law on Coastal and Maritime regime, 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 in terms of village development financing. A village head is authorized to regulate and manage the community's interest as mandated by the regency/city governments (Law Number 1 of 2014). 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 the 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; environmentally-responsive and good at growing the eagerness to establish a great village.

The essence of people's soft skills is creating 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, the village head plays their role as a leader in improving the social status of and bettering the lives of the community and helping them have a more satisfying and advanced life standards, as well as the economy. (Inna Junaenah)

“Soft skills are a cluster of personality traits that include social graces, communication abilities, language skills, personal habits, emotional empathy, time management, teamwork and leadership traits”. (Wikipedia Dictionary; 2017).

Hari Djoko Nugroho, as cited by Mohamad Agung Rokhimawan, explains that soft skills primarily relate to one's feeling sensitivity towards 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 (Mohamad Agung Rokhimawan; 2012). Poppy Yuniawati, as cited by Agus Wibowo and Hamrin, claims that soft skills refer to intrapersonal and interpersonal abilities (not technical and academic abilities). (Agus Wibowo and Hamrin; 2012)

Berthal, as cited by Muqowim, defines soft skills as personal and interpersonal behaviors that develop and maximize individuals' performances, including team building, decision-making, initiatives, and communication (Muqowim; 2012).

A village head should have roles and soft skills. Their position in the community is a social worker or community worker. There are four main roles and skills that specifically lead to particular techniques and skills in soft skill empowerment in the community (Ife, 2013:53), including a) facilitative roles and skills. b) educational roles and skills). c) representational roles and skills. d) technical roles and skills.

Illah (2007) points out that seven special roles are necessary functioning as facilitative skills, as follows: a) Social Animation, a village head's skill to generate energy, inspiration, and enthusiasm of the community, as well as activate, stimulate, and grow their motivation to take action. 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 who involve in the community structure and activity. d) Forming Consensus, emphasizing the common goal of empowering soft skills and helping the community move promptly in achieving consensus. e) Group Facility. The effectiveness of an agent of change as the community empowerer also connects with their skill to interact with small groups within the

community. f) 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. g) Personal communication. A social worker as a community empowerer should be able to have good personal communication.

In conclusion, in relation to leadership in an organization, the village head has strategic roles in developing soft skills of participatory villagers' potentials and characteristics. This is elaborated through indicators that a village head should possess Mapping Strategy; 1) A village head should be able to manage village administration, 2) A village head should be the pioneer of social care, 3) A village head can build a solid team for village advancement, well-being, and economic improvement, 4) A village head can manage the relationship among the community, 5) A village head should be able to communicate and inform village development among the community or in the regency, provincial, and central level because the leadership of a village head is structurally systemized under the central government, coordinated by the Provincial and Regional Government.

### **Village Head Can Collaborate with All 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 an 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 the introduction of 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 are able to 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 and Sitanyi, 2008). 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, Berranger, and Gouin, 2008).

On this ground, the leadership management of village head should have an innovation system and skills in village development in the coastal area. The village head should also improve their personality, develop habits in society, work in a team, and have credible leadership traits. By this, the village head can better the village innovation systemically through the innovation system indicators of village potentials; 1) Human Resources Improvement; a) educational,

economic, and well-being, 2) Natural Resources; a) the fields of fisheries and marine, b) agriculture, c) livestock, d) tourism.

## **METHOD OF STUDY**

### **Type and Approach**

This was explanatory research as the insights of the topic were accumulated by previous studies. Sugiyono (2013: 24) 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, the present work 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.

### **Population and Sample**

#### **1, Population**

Population refers to an area of generalization that consists of an object or subject that possesses particular qualities or characteristics that meet the research requirements. The subject or object is further analyzed prior to conclusion drawing (Sugiyono; 2013: 117). In qualitative research, the population is defined as the data source originated from specific social situations. Based on Komariah and Satori (2010;49), the research subjects are objects or people with quality and are 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 Head Leadership Management in Soft Skill Development of Coastal Area Community's Potentials Based on Village Innovation System in the Province of Gorontalo. As many as 200 people were involved as the population, consisting of the Village Head and the secretariat; scattered across the ten villages in Bilato District. Village officials: 10. Village apparatus 10. Prominent figures: 20. and the community: 100

#### **Instrument Distribution Table**

|   | Description       | Total |
|---|-------------------|-------|
| 1 | Village Head      | 10    |
| 2 | Village Secretary | 10    |
| 3 | Village Official  | 50    |
| 4 | Village Apparatus | 10    |

|       |                                 |     |
|-------|---------------------------------|-----|
| 5     | Prominent Figures               | 20  |
| 6     | The Community of Bilato Village | 100 |
| Total |                                 | 200 |

### **The Technique of Data Collection**

Purposive sampling was utilized to collect the data. This technique determines the subject/object according to its purpose by using personal considerations in accordance with the research topic, followed by selecting the subject/object as the unit of analysis. The researcher 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.

### **Participation and Research Site**

This research was conducted at a village in Bilato District, Gorontalo Regency, Gorontalo Province; with a locus of the location of research activities in the village of Bilato, Bilato District, Gorontalo Regency, Gorontalo Province. The community of Bilato district is spread along the coastal area, where some villages' part is 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 2803 families (KK). Thus, the focus of this research was the community in Bilato District.

### **The Technique of 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 Head Leadership Management, Village Potentials and Characteristics, and Community Aspirations. The questionnaire being asked related to; 1) Village Head Leadership Management; 2) Mapping Strategy for Soft Skills of Village's Potentials and Characteristics. 3) The Innovation System in Bilato District.

#### **A. The Technique of Data Analysis**

Data analysis is the action after all respondents, or other data sources, have been collected. This research employed a descriptive analysis in the form of a frequency table as the data analysis technique. The formula is shown below.

1. Determining the frequency of respondents' achievements for each item of the questionnaire with the following formula:

$$P = \frac{f}{N} \times 100\%$$

Desc:

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

2. Calculating the percentage in the score with the following formula:

$$Pr = \frac{SA}{SI} \times 100\%$$

Desc:

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

Criteria Qualification Table

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

(Sugiyono, 2013: 134-135)

## RESULTS AND DISCUSSION

### 1. Profile of Bilato Village;

According to village population statistics, Bilato District consists of ten villages, including; Bilato, Ilomata, Palehu, Taulaa, Juria, Bumela, Totopo, Sukadamai, and Lamahu. The forum of Bilato District is divided into two regions; water and land areas. The water area consists of four villages, namely, Bilato, Ilomata, Palehu, and Taulaa. As for the mainland sub-district area, there are six villages, namely Juriya, Totopo, Suka Damai, Musyawarah, Lamahu, and Bumela. The area of the Bilato District is 78 people/km / 124.76 hours/km with a total population of 580 women, 480 men, and 2803 families (KK). The distribution data of village communities in Bilato District are mostly (85%) working as fishermen. The rest are farmers, gardeners, artisans, and civil servants.

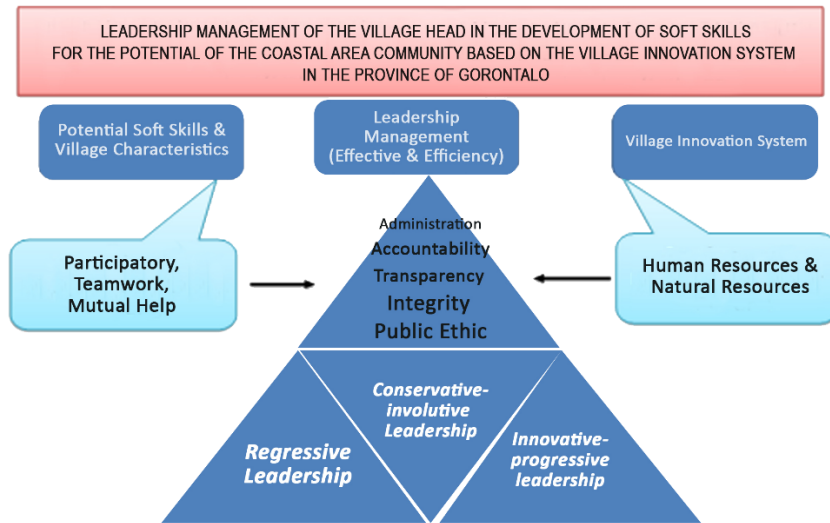
**Figure 1.1. Map of Bilato District Area**



**Figure 1.2. Village Name in Bilato District**

| Village    | Name of Head            | Highest Level of Education |
|------------|-------------------------|----------------------------|
| (1)        | (2)                     | (3)                        |
| Bilato     | Warman Latili           | Senior High                |
| Ilomata    | Abdul Rahman Tahalu     | Senior High                |
| Pelehu     | Iran Yusuf              | Senior High                |
| Taulaa     | Ikson P. Dehi           | Senior High                |
| Juria      | Marten Abu Bakar, S.Pdi | Undergraduate              |
| Bumela     | Asriati Maspeke, SE     | Undergraduate              |
| Totopo     | Raden Adimula           | Senior High                |
| Sukadamai  | Boby N. Akuba, S.Sos    | Undergraduate              |
| Lamahu     | Risan Pakaya, S.Hi      | Undergraduate              |
| Musyawarah | Hamzah Wontami          | Senior High                |

**2. Grand Design of Model of Village Head Leadership Management in Managing Soft Skills of Potentials and Characteristics of Village Communities in the Coastal Area Based on a Village Innovation System in Bilato District, Gorontalo Regency, Gorontalo Province**



**Figure 2. 1; Concept Map of Effective Village Head Village Innovation-based Leadership Management Model**

**Description:**

A) The leadership of the village head in managing the village is able to plan, organize and supervise all elements of the village through; 1) Village head who is able to lead the community. 2) Village head that is capable of motivating the community. 3) Village head that is qualified to make the decisions to develop the village. 4) Village head who is able to supervise the community members in developing the potentials and characteristics of the village.

B) Development of soft skills of potentials and characteristics of the village community; village head who possesses the capability of 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. 5) communicate and inform village development between communities, 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.

C) The leadership management of the village head 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, the village head must be able to have and develop their personality, personal habits, and the community, teamwork, and display credible leadership traits and types, so that the village head can systematically improve their village innovation, through; 1) Human Resources Improvement; a) Education, b) Religious, social, and legal aspects. c) Utilization of information and communication technology, d) Economic and welfare improvement, and 2) Natural Resources; a) fisheries and marine, b) agriculture, c) livestock, d) tourism and other fields.



### 3. Analysis of Village Head Village Innovation System-based Leadership Management in Soft Skill Development of Coastal Area Community's Potentials in Gorontalo Province

#### A) Village Head Leadership Management in Bilato District

The leadership management of the village head in managing the village is the capability of planning, organizing, and supervising all elements of the village, consisting of four indicators: 1) Village head who is able to lead the community. 2) Village head that is capable of motivating the community. 3) Village head who is able to make decisions to develop the village. 4) Village head that is capable of supervising the community in developing the potentials and characteristics of the village.

**Table 4.5.** Summary of Score of Village Head Leadership Management Indicators in the Village of Bilato District, Gorontalo Regency

| <b>Table Number</b>                            | <b>Respondents' Response</b>   | <b>Score</b> | <b>Percentage (%)</b> | <b>Category</b> |
|--|--|--------------|-----------------------|-----------------|
| 4.1  | Village head who is able to lead the community.  | 73           | 70.2%                 | Fair            |
| 4.2  | Village head who is able to motivate the community.  | 65           | 62.5%                 | Fair            |
| 4.3  | Village head who is able to make decisions to develop the village.   | 86           | 82.7%                 | Good            |
| 4.4  | Village head who is able to supervise the community in developing the potentials and characteristics of the village. | 67           | 64.4%                 | Fair            |
| <b>Average Score, Percentage, and Category</b> |  | 79.5         | 76.3%                 | Good            |

Table 4.11 summarizes the percentage and score of the indicator of village head leadership management in managing the village. The table 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 average score for the indicators arrives at good criteria with an average percentage of 76.3%. This shows that the leadership management of the Village Head in Bilato District, Gorontalo Regency, Gorontalo 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 results of the analysis of the leadership of the village head in managing the village, the 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 the village head 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. Also, the weak competencies of the village head 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 by the village head. In this regard, the village head in the Bilato District is required to attend training in the field of management/leadership. (Sudarmanto, 2009)

### **B) Village Head Strategies in Mapping Soft Skills of Characteristics and Potential Development of the Community in Bilato District**

The strategies of the village head in the mapping of soft skills of characteristics and developing the potentials of village communities are through indicators; 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.

**Table 4.11.** Summary of Scores of Village Head Strategy Indicators in Mapping Soft Skills of Characteristics and Potential Development of Village Community in Bilato District, Gorontalo Regency

| <b>Table Number</b> | <b>Respondents' Response</b>   | <b>Score</b> | <b>Percentage (%)</b> | <b>Category</b> |
|---------------------|--|--------------|-----------------------|-----------------|
| 4,6                 | The village head is capable of motivating the community.   | 70           | 68.4%                 | Fair            |
| 4,7                 | The village head becomes a pioneer of social awareness   | 73           | 70.2%                 | Fair            |
| 4,8                 | The village head is committed and consistent to improving the welfare and economy of the community | 68           | 65.6%                 | Fair            |
| 4,9                 | The village head is able to manage   | 82           | 78.7%                 | Good            |

|  |  |      |       |      |
|--|--|------|-------|------|
|  | inter-community relations and activities   |      |       |      |
| 4,10                                       | The village head is able to 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 |
| <b>Average Score, Percentage, Category</b> |  | 78.5 | 75.4% | Good |

Table 4.11 Summary of the percentage score of the Village Head Strategy Indicators in Mapping Soft Skills Characteristics and Development of Village Community Potential in Bilato District, Gorontalo Regency. It can be seen that the average score of Village Head Leadership Management Indicators in Bilato District, Gorontalo Regency 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 Bilato District, Gorontalo Regency, Gorontalo Province has potentials and characteristics soft skills strategy, namely by; 1) leading the village apparatus and officials; to manage village administration, 2) the village head becomes a pioneer of social awareness, 3). the village head is committed and consistent to improving the welfare and economic improvement of the community, 4) the village head can manage inter-community relations and activities, 5) the village head is able to 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 the village head 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 the village head should optimize their performance, apparatus, and officials in terms of community services, administration, static and dynamic archives management, including hard and soft files. The village head also needs to be more concerned with improving the economy, community welfare, and coordination system between the internal and external institutions. Finally, the village head has to take a mediator in social relations between all parties/institutions and other stakeholders more effectively because it is under the law. Law Number 6 of 2014 concerning Villages in Article 26 states that the 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 the Village Head carries out village development, along with all the capacities given to him; one of

them uses community participation. Thus, the village head 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 village communities in Bilato District are more optimal in developing participatory, communication, and cooperation.

### **C) Village Head Leadership Management Has an Innovation System in Developing Villages;**

The leadership management of the village head must have an innovation system in developing the village; 1) Human Resources Improvement, a) educational environment, b) economic and welfare improvement, and 2) Natural Resources, a) fisheries and marine. b) Agriculture. c) livestock. d) tourism.

**Table 4.14.** Summary of Scores of Village Head Leadership Management Indicators in the Village Innovation System to develop Villages in Bilato District, Gorontalo Regency.

| <b>Table Number</b>                        | <b>Respondents' Response</b> | <b>Score</b> | <b>Percentage (%)</b> | <b>Category</b> |
|--|------------------------------|--------------|-----------------------|-----------------|
| 4.12                                       | Human Resources              | 73           | 70.2%                 | Fair            |
| 4.13                                       | Natural Resources            | 67           | 64.4%                 | Fair            |
| <b>Average Score, Percentage, Category</b> |                              | 70.5         | 66.2%                 | Fair            |

Table 4.11 Summary of the percentage scores of the Village Head Leadership Management Indicators in the Village Innovation System to develop the village in the Bilato District, Gorontalo Regency. It can be seen that the average score for the indicators of the village head leadership management in the village innovation system to develop the village in the Bilato District, Gorontalo Regency, is in the fair criteria with an average of 66.3%. This shows that the management of the village head leadership in the village innovation system in developing the village; more skilled in developing the potential soft skills of villages in coastal areas, the 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 the village head must be able to improve his village innovation systematically, through 1) Human Resources Improvement; a) Education, b) Religious, social, and legal aspects, c) Utilization of information and communication technology, d) Improvement of the economy and welfare, and 2) Natural Resources; a) Fisheries and marine, b) Agriculture, c) Livestock, and d) 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 in 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.

Based on the three indicators, which are: A) Village head leadership management in Bilato District Gorontalo Regency, (2) Soft skill development of community potentials in the coastal area village in Bilato District, Gorontalo Regency, (3) Village head leadership management in the village innovation system to develop the village in Bilato District, Gorontalo Regency, the recapitulation is presented in the following table:

**Table 4.17.** Recapitulation of Village Head Leadership Management Variables in Soft Skill Development of Coastal Area Community Potentials Based on Village Innovation System in Bilato District, Gorontalo Regency, Gorontalo Province.

| No    | Indicator  | Average Total Score | Percentage | Category |
|-------|--|---------------------|------------|----------|
| 4.15  | Village Head leadership management in Bilato District        | 79.5                | 76.3%      | Good     |
| 4.16  | 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     |

Source: Analyzed Data, (2017)

The recapitulation of the percentage results regarding village head leadership management in soft skill development of coastal area community potentials based on village innovation system in Bilato District, Gorontalo Province shows that 71% is in a Good category. The conclusion is that the village head 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 head in soft skill development of coastal area community potentials based on village innovation system in Bilato District, Gorontalo Province shows a lower value of 30.6%. As a way of optimization, the Village Head must be fully able to be more effective and efficient by improving leadership management through three types of leadership management, 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***, this leadership model 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 a type of leadership characterized by a new awareness of managing power for the benefit of the community at large. This leadership model is not anti-change, opens the most expansive possible space for public participation, transparency and accountability.

With such a leadership pattern, the 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 towards 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 Bilato District, Gorontalo Regency, Gorontalo Province. The characteristics of an innovative village are when the village head and the community are able to make a village/village a pilot village, namely; able to 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 through improving administrative management as well as possible. According to village characteristics, this requires the 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 (Soemantri, 2010:65).

## **CONCLUSION**

Village head leadership management in soft skill development of coastal area community potentials based on the village innovation system in Gorontalo Province arrives at a good

category. It is expected that it can be further improved through other indicators apart from; 1) Study of village profile in Bilato District. 2) Grand design of village head 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, Gorontalo Province. 3) Village head leadership management analysis 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, Gorontalo Province.

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### **Regulation:**

Law No. 23 of 2014 concerning Local Government



Law on Management of Coastal Areas and Small Islands. Law No. 1 of 2014. LN No. 2 of 2014. TLN No. 5490

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# Manuscript Initial Review

**26 November 2021**



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We ask you to align the manuscript following the Guidelines <https://businessperspectives.org/journals/problems-and-perspectives-in-management#submission-guidelines-for-authors>

The main mistake of the authors is that they limit the aim of the study only to the village in Bilato District, Gorontalo Regency, Gorontalo Province. Such a narrow aim cannot be accepted in a scientific article. The article should be of interest to a wide range of readers. Bilato District, Gorontalo Regency, Gorontalo Province is just an example and should be used as an example.

Please, pay attention that the research paper, which is a final report on the finished original experimental study, the structure is Abstract, Introduction, Literature review, Method, Results, Discussion, Conclusion.

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Write the Abstract according to the following algorithm: first two or three sentences indicate the relevance of the topic; the aim and object of the study; the methodology (methods) of the study (for theoretical studies – its theoretical basis) are described; the obtained results and their practical value are characterized. Dedicate most of the Abstract to the result. While demonstrating it, provide quantitative characteristics. The volume of the Abstract should be 150-250 words.

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# VILLAGE INNOVATION SYSTEM-BASED LEADERSHIP MANAGEMENT OF HEAD VILLAGE IN DEVELOPING SOFT SKILLS OF COMMUNITIES' POTENTIALS IN COASTAL AREA

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## ABSTRACT

This research aims to map the soft skills of the coastal area community's potentials through leadership management of the village head to be innovative to develop the village growth in the coastal area in the northern of Indonesia. It is found that village head leadership management in soft skill development of coastal area community potentials based on the village innovation system in the area arrives at a good category. Further, this study produces; 1) Grand Design of Village Innovation System-Based Leadership Management Model of Village Head in Managing the Soft Skills of Potentials and Characteristics of the Villagers in the Coastal Area; 3) Analysis of Village Innovation System-Based Leadership Management of Village Head in Managing the Soft Skills of Potentials and Characteristics of the Villagers in the Coastal Area.

**Keywords:** Head Village Leadership Management, Community's Potentials Soft Skills, Coastal Area, Village Innovation

**JEL Classification:** O15, O32, O35, O38

## INTRODUCTION

According to Law Number 23 of 2014, village is a legal community unit that has jurisdictional territorial boundaries, 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.

In implementing villagers' empowerment and village development, the village head, as the leader and spearhead of village development, is responsible for such development. A village head's role is crucial since s/he is the one who has the highest authority in the village. A village head has the right to make decisions, lead the community, accommodate their aspirations, and protect them so that they are involved in the village development. The village head and village officials, as the unit of service and protection to the community, 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. A village head 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 development. S/he can also be aspirational and motivate the villagers to manage and develop the village 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. One of the crucial things to do is how the village head can manage and develop the village potentials, so that s/he can continue to be innovative, and the community is motivated to work together with the village government in managing the village resources as in accordance with the potential characteristics of the 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 of development, both human and natural resources development.

A village head should pay close attention to village development. S/he should also have survival and skills for the village resources management. Human resources are mapped through thinking, working, doing activities, and having communication skills. Meanwhile, the 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.

As of today, the development of soft skill mapping in rural areas has been specifically conducted because the village government relatively focuses on hard skill development. It is how the village head only focuses on the completion of a centralized program of activities. In fact, hard skill activities go hand in hand with the soft skill activities because the village government's activities will be completed if it goes simultaneously with the problem-solving 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 the village head. Therefore, the village head can work together with and help villagers participate in being polite, disciplined, persistent, and having 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 present work was devoted to mapping soft skills of community's potentials in a coastal area, so that the village head can keep being innovative to develop the village in Gorontalo Province. This research 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 Head**

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) defines management as a process of achieving organizational goals through the efforts of other people. There are specific rules and manners in management, so that management leadership will be regulated under applicable provisions. A person who carries out the management function of a leader.

A leader determines the effectiveness of management. As the one with leadership authority, a leader leads their subordinates to do some of the works in reaching goals. Leaders use formal authority to organize, lead, and control the subordinates to be responsible; thereby, all works are coordinated to arrive at 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. 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 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 special goals and equipment, the group leader with those characteristics serves as the function of 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 (1) critical thinking and problem-solving; (2) collaboration through the network and leading with influence; (3) being agile and adaptable; (4) having initiative and entrepreneurial spirit; (5) having a good written and oral communication; (6) being able to access and analyze information; and (7) having an imagination. On this ground, the mastery of soft skills is essential, thus making the village head challenged to promote the village.

Leadership is part of management functions with strategic positions in the system and hierarchy of work and responsibility in an organization. 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 1) lead the community, 2) motivate the community, 3) make a decision for developing the village, 4) supervise the community in developing the potentials and characteristics of the village.

## 1.2 The Development of Soft Skills of Community's Potentials in the Coastal Area Should be Taken Into Account by the Village Head's Leadership

In essence, a coastal area is defined as 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). In this context, it is clearly stated that there are two different perspectives on autonomy. In the Law on Coastal and Maritime regime, 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 in terms of village development financing. A village head is authorized to regulate and manage the community's interest as mandated by the regency/city governments (Law Number 1 of 2014). 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 the 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; environmentally-responsive and good at growing the eagerness to establish a great village.

The essence of people's soft skills is creating 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, the village head plays their role as a leader in improving the social status of and bettering the lives of the community and helping them have a more satisfying and advanced life standards, as well as the economy (Junaenah, 2014)

Nugroho as cited by Rokhimawan (2012), explains that soft skills primarily relate to one's feeling sensitivity towards 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). Yuniawati as cited by Wibowo and Hamrin (2012), claims that soft skills refer to intrapersonal and interpersonal abilities (not technical and academic abilities) (Wibowo and Hamrin, 2012)

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

A village head should have roles and soft skills. Their position in the community is a social worker or community worker. There are four main 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. d) technical roles and skills.

Sailah (2007) points out that seven special roles are necessary functioning as facilitative skills, as follows: a) Social Animation, a village head's skill to generate energy, inspiration, and enthusiasm of the community, as well as activate, stimulate, and grow their motivation to take action. 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 who involve in the community structure and activity. d) Forming Consensus, emphasizing the common goal of empowering soft skills and helping the community move promptly in achieving consensus. e) Group Facility. The effectiveness of an agent of change as the community empowerer also connects with their skill to interact with small groups within the community. f) 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. g) Personal communication. A social worker as a community empowerer should be able to have good personal communication.

In conclusion, in relation to leadership in an organization, the village head has strategic roles in developing soft skills of participatory villagers' potentials and characteristics. This is elaborated through indicators that a village head should possess Mapping Strategy; 1) A village head should be able to manage village administration, 2) A village head should be the pioneer of social care, 3) A village head can build a solid team for village advancement, well-being, and economic improvement, 4) A village head can manage the relationship among the community, 5) A village head should be able to communicate and inform village development among the community or in the regency, provincial, and central level because the leadership of a village head is structurally systemized under the central government, coordinated by the Provincial and Regional Government.

### 1.3. Village Head Can Collaborate with All 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 an 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 the introduction of 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 are able to 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 and Sitanyi, 2008). 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, Berranger, and Gouin, 2008).

On this ground, the leadership management of village head should have an innovation system and skills in village development in the coastal area. The village head should also improve their personality, develop habits in society, work in a team, and have credible leadership traits. By this, the village head can better the village innovation systemically through the innovation system indicators of village potentials; 1) Human Resources Improvement; a) educational, economic, and well-being, 2) Natural Resources; a) the fields of fisheries and marine, b) agriculture, c) livestock, d) tourism.

## **2. METHODOLOGY**

### **2.1. Type and Approach**

This was explanatory research as the insights of the topic were accumulated by 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, the present work 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 that consists of an object or subject that possesses 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 originated from specific social situations. Based on Komariah and Satori (2010), the research subjects are objects or people with quality and are 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 Head 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 the Village Head and the secretariat; 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.

**Table 1.** Instrument Distribution Table

| No.          | Description                     | Total of Participants |
|--------------|---------------------------------|-----------------------|
| 1            | Village Head                    | 10                    |
| 2            | Village Secretary               | 10                    |
| 3            | Village Official                | 50                    |
| 4            | Village Apparatus               | 10                    |
| 5            | Prominent Figures               | 20                    |
| 6            | The Community of Bilato Village | 100                   |
| <b>Total</b> |                                 | <b>200</b>            |

Source: Primary data (2020)

### 2.3. The Technique of Data Collection

Purposive sampling was utilized to collect the data. This technique determines the subject/object according to its purpose by using personal considerations in accordance with the research topic, followed by selecting the subject/object as the unit of analysis. The researcher 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 research was conducted in Bilato District, Gorontalo Regency, Indonesia. The community of Bilato district is spread along the coastal area, where some villages' part is 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 2803 families (KK). Thus, the focus of this research was the community in Bilato District.

### 2.5. The Technique of 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 Head Leadership Management, Village Potentials and Characteristics, and Community Aspirations. The questionnaire being asked related to; 1) Village Head Leadership Management; 2) Mapping Strategy for Soft Skills of Village's Potentials and Characteristics. 3) The Innovation System in the research area.

### 2.6. The Technique of Data Analysis

Data analysis is the action after all respondents, or other data sources, have been collected. This research employed a descriptive analysis in the form of a frequency table as the data analysis technique. The formula is shown below.

1. Determining the frequency of respondents' achievements for each item of the questionnaire with the following formula:

$$P = \frac{f}{N} \times 100\%$$

Description:

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

2. Calculating the percentage in the score with the following formula:

$$Pr = \frac{SA}{SI} \times 100\%$$

Description:

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

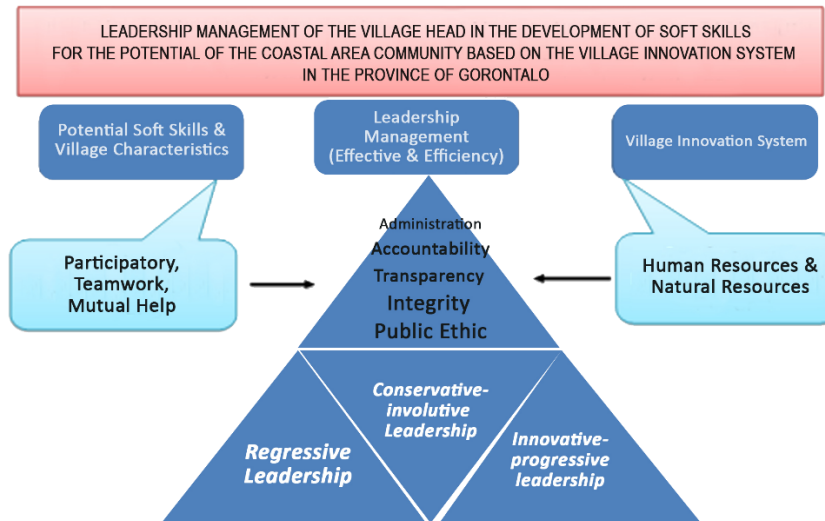
**Table 2. Criteria Qualification Table**

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

Source: Sugiyono (2013)

### 3. RESULTS AND DISCUSSION

3.1. Grand Design of Model of Village Head Leadership Management in Managing Soft Skills of Potentials and Characteristics of Village Communities in the Coastal Area Based on a Village Innovation System



**Figure 1.** Concept Map of Effective Village Head Village Innovation-based Leadership Management Model

The leadership of the village head in managing the village is able to plan, organize and supervise all elements of the village through; 1) Village head who is able to lead the community. 2) Village head that is capable of motivating the community. 3) Village head that is qualified to make the decisions to develop the village. 4) Village head who is able to supervise the community members in developing the potentials and characteristics of the village.

Development of soft skills of potentials and characteristics of the village community; village head who possesses the capability of 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. 5) communicate and inform village development between communities, as well as at the regencies, 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 leadership management of the village head 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, the village head must be able to have and develop their personality, personal habits, and the community, teamwork, and display credible leadership traits and types, so that the village head can systematically improve their village innovation, through; 1) Human Resources Improvement; a) Education, b) Religious, social, and legal aspects. c) Utilization of information and communication technology, d) Economic and welfare improvement, and 2) Natural Resources; a) fisheries and marine, b) agriculture, c) livestock, d) tourism and other fields.

### 3.3. Analysis of Village Head Village Innovation System-based Leadership Management in Soft Skill Development of Coastal Area Community's Potentials in Gorontalo Province

#### 3.3.1. Village Head Leadership Management in Bilato District

The leadership management of the village head in managing the village is the capability of planning, organizing, and supervising all elements of the village, consisting of four indicators: 1) Village head who is able to lead the community. 2) Village head that is capable of motivating the community. 3) Village

head who is able to make decisions to develop the village. 4) Village head that is capable of supervising the community in developing the potentials and characteristics of the village.

**Table 3.** Summary of Score of Village Head Leadership Management Indicators in the Village of Bilato District, Gorontalo Regency

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

Table 4 summarizes the percentage and score of the indicator of village head leadership management in managing the village. The table 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 average score for the indicators arrives at good criteria with an average percentage of 76.3%. This shows that the leadership management of the Village Head 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 results of the analysis of the leadership of the village head in managing the village, the 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 the village head 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. Also, the weak competencies of the village head 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 by the village head. In this regard, the village head in the Bilato District is required to attend training in the field of management/leadership. (Sudarmanto, 2009)

### 3.3.2. Village Head Strategies in Mapping Soft Skills of Characteristics and Potential Development of the Community in Bilato District

The strategies of the village head in the mapping of soft skills of characteristics and developing the potentials of village communities are through indicators; 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.

**Table 4.** Summary of Scores of Village Head Strategy Indicators in Mapping Soft Skills of Characteristics and Potential Development of Village Community in Bilato District, Gorontalo Regency, Indonesia

| No   | Respondents' Response  | Score | Percentage (%) | Category |
|--|--|-------|----------------|----------|
| 1  | The village head is capable of motivating the community.   | 70    | 68.4%          | Fair     |
| 2  | The village head becomes a pioneer of social awareness   | 73    | 70.2%          | Fair     |
| 3  | The village head is committed and consistent to improving the welfare and economy of the community   | 68    | 65.6%          | Fair     |
| 4  | The village head is able to manage inter-community relations and activities  | 82    | 78.7%          | Good     |
| 5  | The village head is able to 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     |
| <b>Average Score, Percentage, Category</b> |  | 78.5  | 75.4%          | Good     |

It can be seen that the average score of Village Head 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) the village head becomes a pioneer of social awareness, 3). the village head is committed and consistent to improving the welfare and economic improvement of the community, 4) the village head can manage inter-community relations and activities, 5) the village head is able to 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 the village head 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 the village head should optimize their performance, apparatus, and officials in terms of community services, administration, static and dynamic archives management, including hard and soft files. The village head also needs to be more concerned with improving the economy, community welfare, and coordination system between the internal and external institutions. Finally, the village head has to take a mediator in social relations between all parties/institutions and other stakeholders more effectively because it is under the law. Law Number 6 of 2014 concerning Villages in Article 26 states that the 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 the Village Head carries out village development, along with all the capacities given to him; one of them uses community participation. Thus, the village head 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 village communities in Bilato District are more optimal in developing participatory, communication, and cooperation.

### 3.3.3. Village Head Leadership Management Has an Innovation System in Developing Villages

The leadership management of the village head must have an innovation system in developing the village; 1) Human Resources Improvement, a) educational environment, b) economic and welfare improvement, and 2) Natural Resources, a) fisheries and marine. b) Agriculture. c) livestock. d) tourism.

**Table 5.** Summary of Scores of Village Head Leadership Management Indicators in the Village Innovation System to develop Villages in Bilato District, Gorontalo Regency, Indonesia

| No   | Respondents' Response | Score | Percentage (%) | Category |
|--|-----------------------|-------|----------------|----------|
| 1  | Human Resources       | 73    | 70.2%          | Fair     |
| 2  | Natural Resources     | 67    | 64.4%          | Fair     |
| <b>Average Score, Percentage, Category</b> |                       | 70.5  | 66.2%          | Fair     |

It can be seen that the average score for the indicators of the village head 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%. This shows that the management of the village head leadership in the village innovation system in developing the village; more skilled in developing the potential soft skills of villages in coastal areas, the 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 the village head must be able to improve his village innovation systematically, through 1) Human Resources Improvement; a) Education, b) Religious, social, and legal aspects, c) Utilization of information and communication technology, d) Improvement of the economy and welfare, and 2) Natural Resources; a) Fisheries and marine, b) Agriculture, c) Livestock, and d) 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 in 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.

Based on the three indicators, which are: A) Village head leadership management, (2) Soft skill development of community potentials in the coastal area village, (3) Village head leadership management in the village innovation system to develop the village in Bilato District, Gorontalo Regency, Indonesia. The recapitulation is presented in the following table:

**Table 6.** Recapitulation of Village Head Leadership Management Variables in Soft Skill Development of Coastal Area Community Potentials Based on Village Innovation System in Bilato District, Gorontalo Regency, Indonesia

| No | Indicator                          | Average Total Score | Percentage | Category |
|----|------------------------------------|---------------------|------------|----------|
| 1  | Village Head leadership management | 79.5                | 76.3%      | Good     |

| in Bilato District |  |      |       |      |
|--------------------|--|------|-------|------|
| 2                  | Soft Skill Development for Coastal Area Community Potentials | 78.5 | 75.4% | Good |
| 3                  | Village Innovation System                                    | 70.5 | 66.2% | Fair |
| <b>Total</b>       |  | 75.5 | 71.4% | Good |

Source: Primary Data (2017)

The recapitulation of the percentage results regarding village head leadership management in soft skill development of coastal area community potentials based on village innovation system in the research area shows that 71% is in a Good category. The conclusion is that the village head 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 head 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, the Village Head must be fully able to be more effective and efficient by improving leadership management through three types of leadership management, 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**, this leadership model 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 a type of leadership characterized by a new awareness of managing power for the benefit of the community at large. This leadership model is not anti-change, opens the most expansive possible space for public participation, transparency and accountability.

With such a leadership pattern, the 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 towards 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 the village head and the community are able to make a village/village a pilot village, namely; able to 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 through improving administrative management as well as possible. According to village characteristics, this requires the 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 head leadership management in soft skill development of coastal area community potentials based on the village innovation system in Gorontalo Province arrives at a good category. It is expected that it can be further improved through other indicators apart from the grand design and the analysis of village head 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.

## AUTHOR CONTRIBUTION

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Writing – Review & Editing: Novianty Djafri, Apriyanto A.J. Pauweni, Sukma Nurilawati Botutihe, Mardia Bin Smith, and Syamsu Q. Badu

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# Manuscript Review

**21 April 2022**



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## MA5814: Notification on Submission

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21 April 2022 at 02:58

To: noviantydjafri021@gmail.com

Dear Novianty Djafri,

the manuscript VILLAGE INNOVATION SYSTEM-BASED LEADERSHIP MANAGEMENT OF HEAD VILLAGE IN DEVELOPING SOFT SKILLS OF COMMUNITIES' POTENTIALS IN COASTAL AREA , submitted to Problems and Perspectives in Management Journal, needs to be revised.

### Comments:

Indicate which country you are writing about in the Abstract. Here (in the Abstract) is too much attention is paid to a specific example. This applies to absolutely all paper. In fact, the whole manuscript is devoted to a specific village and the position of mayor. This is too narrow for a scientific article and should be corrected.

The deadline for revisions is 2022-04-28

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Kind regards,

Katerina Maschenko  
Managing Editor  
Journal Problems and Perspectives in Management

# Pengiriman Revisi Manuscript 2

**29 April 2022**





Novianty Djafri <noviantydjafri021@gmail.com>

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## MA4994: Notification on Submission

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Dear Novianty Djafri,

The manuscript VILLAGE INNOVATION SYSTEM-BASED LEADERSHIP MANAGEMENT OF HEAD VILLAGE IN DEVELOPING SOFT SKILLS OF VILLAGERS' POTENTIALS IN COASTAL AREA , submitted to Problems and Perspectives in Management Journal is received.

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# VILLAGE INNOVATION SYSTEM-BASED LEADERSHIP MANAGEMENT OF HEAD VILLAGE IN DEVELOPING SOFT SKILLS OF COMMUNITIES' POTENTIALS IN COASTAL AREA

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## ABSTRACT

This research aims to map the soft skills of the coastal area community's potentials through leadership management of the village head to be innovative to develop the village growth in the coastal area in the northern of 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 head, village officials, prominent figures, and villagers) as the sample. It is found that village head leadership management in soft skill development of coastal area community potentials based on the village innovation system in the area arrives at a good category. Further, this study produces; 1) Grand Design of Village Innovation System-Based Leadership Management Model of Village Head in Managing the Soft Skills of Potentials and Characteristics of the Villagers in the Coastal Area; 3) Analysis of Village Innovation System-Based Leadership Management of Village Head in Managing the Soft Skills of Potentials and Characteristics of the Villagers in the Coastal Area. The indicators consisted of A) Leadership management of village head in managing, planning, organizing, and supervising all village elements; B) The development of soft skills of potentials and characteristics of villagers; C) Leadership management of village head should have innovation system in village development through 1) Human Resources Improvement and 2) Natural Resources.

**Keywords:** Head Village Leadership Management, Community's Potentials Soft Skills, Coastal Area, Village Innovation

**JEL Classification:** O15, O32, O35, O38

## INTRODUCTION

According to Law Number 23 of 2014, village is a legal community unit that has jurisdictional territorial boundaries, 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.

In implementing villagers' empowerment and village development, the village head, as the leader and spearhead of village development, is responsible for such development. A village head's role is crucial since s/he is the one who has the highest authority in the village. A village head has the right to make decisions, lead the community, accommodate their aspirations, and protect them so that they are involved

in the village development. The village head and village officials, as the unit of service and protection to the community, 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. A village head 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 development. S/he can also be aspirational and motivate the villagers to manage and develop the village 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. One of the crucial things to do is how the village head can manage and develop the village potentials, so that s/he can continue to be innovative, and the community is motivated to work together with the village government in managing the village resources as in accordance with the potential characteristics of the 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 of development, both human and natural resources development.

A village head should pay close attention to village development. S/he should also have survival and skills for the village resources management. Human resources are mapped through thinking, working, doing activities, and having communication skills. Meanwhile, the 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.

As of today, the development of soft skill mapping in rural areas has been specifically conducted because the village government relatively focuses on hard skill development. It is how the village head only focuses on the completion of a centralized program of activities. In fact, hard skill activities go hand in hand with the soft skill activities because the village government's activities will be completed if it goes simultaneously with the problem-solving 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 the village head. Therefore, the village head can work together with and help villagers participate in being polite, disciplined, persistent, and having 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 present work was devoted to mapping soft skills of community's potentials in a coastal area, so that the village head can keep being innovative to develop the village in Gorontalo Province. This research 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 Head**

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) defines management as a process of achieving organizational goals through the efforts of other people. There are specific rules and manners in management, so that management leadership will be regulated under applicable provisions. A person who carries out the management function of a leader.

A leader determines the effectiveness of management. As the one with leadership authority, a leader leads their subordinates to do some of the works in reaching goals. Leaders use formal authority to organize, lead, and control the subordinates to be responsible; thereby, all works are coordinated to arrive at 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. 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 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 special goals and equipment, the group leader with those characteristics serves as the function of 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 (1) critical thinking and problem-solving; (2) collaboration through the network and leading with influence; (3) being agile and adaptable; (4) having initiative and entrepreneurial spirit; (5) having a good written and oral communication; (6) being able to access and analyze information; and (7) having an imagination. On this ground, the mastery of soft skills is essential, thus making the village head challenged to promote the village.

Leadership is part of management functions with strategic positions in the system and hierarchy of work and responsibility in an organization. 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 1) lead the community, 2) motivate the community, 3) make a decision for developing the village, 4) supervise the community in developing the potentials and characteristics of the village.

## 1.2 The Development of Soft Skills of Community's Potentials in the Coastal Area Should be Taken Into Account by the Village Head's Leadership

In essence, a coastal area is defined as 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). In this context, it is clearly stated that there are two different perspectives on autonomy. In the Law on Coastal and Maritime regime, 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 in terms of village development financing. A village head is authorized to regulate and manage the community's interest as mandated by the regency/city governments (Law Number 1 of 2014). 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 the 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; environmentally-responsive and good at growing the eagerness to establish a great village.

The essence of people's soft skills is creating 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, the village head plays their role as a leader in improving the social status of and bettering the lives of the community and helping them have a more satisfying and advanced life standards, as well as the economy (Junaenah, 2014)

Nugroho as cited by Rokhimawan (2012), explains that soft skills primarily relate to one's feeling sensitivity towards 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). Yuniawati as cited by Wibowo and Hamrin (2012), claims that soft skills refer to intrapersonal and interpersonal abilities (not technical and academic abilities) (Wibowo and Hamrin, 2012)

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

A village head should have roles and soft skills. Their position in the community is a social worker or community worker. There are four main 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. d) technical roles and skills.

Sailah (2007) points out that seven special roles are necessary functioning as facilitative skills, as follows: a) Social Animation, a village head's skill to generate energy, inspiration, and enthusiasm of the community, as well as activate, stimulate, and grow their motivation to take action. 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 who involve in the community structure and activity. d) Forming Consensus, emphasizing the common goal of empowering soft skills and helping the community move promptly in achieving consensus. e) Group Facility. The effectiveness of an agent of change as the community empowerer also connects with their skill to interact with small groups within the community. f) 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. g) Personal communication. A social worker as a community empowerer should be able to have good personal communication.

In conclusion, in relation to leadership in an organization, the village head has strategic roles in developing soft skills of participatory villagers' potentials and characteristics. This is elaborated through indicators that a village head should possess Mapping Strategy; 1) A village head should be able to manage village administration, 2) A village head should be the pioneer of social care, 3) A village head can build a solid team for village advancement, well-being, and economic improvement, 4) A village head can manage the relationship among the community, 5) A village head should be able to communicate and inform village development among the community or in the regency, provincial, and central level because the leadership of a village head is structurally systemized under the central government, coordinated by the Provincial and Regional Government.

### 1.3. Village Head Can Collaborate with All 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 an 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 the introduction of 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 are able to 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 and Sitanyi, 2008). 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, Berranger, and Gouin, 2008).

On this ground, the leadership management of village head should have an innovation system and skills in village development in the coastal area. The village head should also improve their personality, develop habits in society, work in a team, and have credible leadership traits. By this, the village head can better the village innovation systemically through the innovation system indicators of village potentials; 1) Human Resources Improvement; a) educational, economic, and well-being, 2) Natural Resources; a) the fields of fisheries and marine, b) agriculture, c) livestock, d) tourism.

## **2. METHODOLOGY**

### **2.1. Type and Approach**

This was explanatory research as the insights of the topic were accumulated by 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, the present work 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 that consists of an object or subject that possesses 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 originated from specific social situations. Based on Komariah and Satori (2010), the research subjects are objects or people with quality and are 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 Head 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 the Village Head and the secretariat; 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.

**Table 1.** Instrument Distribution Table

| <b>No.</b>   | <b>Description</b>              | <b>Total of Participants</b> |
|--------------|---------------------------------|------------------------------|
| 1            | Village Head                    | 10                           |
| 2            | Village Secretary               | 10                           |
| 3            | Village Official                | 50                           |
| 4            | Village Apparatus               | 10                           |
| 5            | Prominent Figures               | 20                           |
| 6            | The Community of Bilato Village | 100                          |
| <b>Total</b> |                                 | <b>200</b>                   |

Source: Primary data (2020)

### 2.3. The Technique of Data Collection

Purposive sampling was utilized to collect the data. This technique determines the subject/object according to its purpose by using personal considerations in accordance with the research topic, followed by selecting the subject/object as the unit of analysis. The researcher 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 research was conducted in Bilato District, Gorontalo Regency, Indonesia. The community of Bilato district is spread along the coastal area, where some villages' part is 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 2803 families (KK). Thus, the focus of this research was the community in Bilato District.

### 2.5. The Technique of 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 Head Leadership Management, Village Potentials and Characteristics, and Community Aspirations. The questionnaire being asked related to; 1) Village Head Leadership Management; 2) Mapping Strategy for Soft Skills of Village's Potentials and Characteristics. 3) The Innovation System in the research area.

### 2.6. The Technique of Data Analysis

Data analysis is the action after all respondents, or other data sources, have been collected. This research employed a descriptive analysis in the form of a frequency table as the data analysis technique. The formula is shown below.

1. Determining the frequency of respondents' achievements for each item of the questionnaire with the following formula:

$$P = \frac{f}{N} \times 100\%$$

Description:

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

2. Calculating the percentage in the score with the following formula:

$$Pr = \frac{SA}{SI} \times 100\%$$

Description:

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 Table**

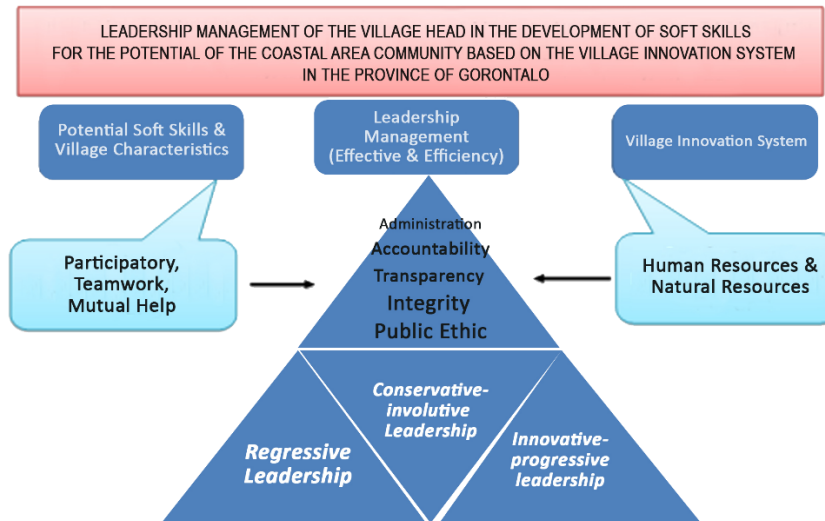
| No | Range of Score % | Criteria  |
|----|------------------|-----------|
| 1  | 91 - 100         | Excellent |
| 2  | 76 - 90          | Good      |
| 3  | 51 - 75          | Fair      |
| 4  | ≥ 50             | Poor      |

Source: Sugiyono (2013)

### 3. RESULTS AND DISCUSSION

3.1. Grand Design of Model of Village Head Leadership Management in Managing Soft Skills of Potentials and Characteristics of Village Communities in the Coastal Area Based on a Village Innovation System





**Figure 1.** Concept Map of Effective Village Head Village Innovation-based Leadership Management Model

The leadership of the village head in managing the village is able to plan, organize and supervise all elements of the village through; 1) Village head who is able to lead the community. 2) Village head that is capable of motivating the community. 3) Village head that is qualified to make the decisions to develop the village. 4) Village head who is able to supervise the community members in developing the potentials and characteristics of the village.

Development of soft skills of potentials and characteristics of the village community; village head who possesses the capability of 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. 5) communicate and inform village development between communities, as well as at the regencies, 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 leadership management of the village head 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, the village head must be able to have and develop their personality, personal habits, and the community, teamwork, and display credible leadership traits and types, so that the village head can systematically improve their village innovation, through; 1) Human Resources Improvement; a) Education, b) Religious, social, and legal aspects. c) Utilization of information and communication technology, d) Economic and welfare improvement, and 2) Natural Resources; a) fisheries and marine, b) agriculture, c) livestock, d) tourism and other fields.

### 3.3. Analysis of Village Head Village Innovation System-based Leadership Management in Soft Skill Development of Coastal Area Community's Potentials in Gorontalo Province

#### 3.3.1. Village Head Leadership Management in Bilato District

The leadership management of the village head in managing the village is the capability of planning, organizing, and supervising all elements of the village, consisting of four indicators: 1) Village head who is able to lead the community. 2) Village head that is capable of motivating the community. 3) Village

head who is able to make decisions to develop the village. 4) Village head that is capable of supervising the community in developing the potentials and characteristics of the village.

**Table 3.** Summary of Score of Village Head Leadership Management Indicators in the Village of Bilato District, Gorontalo Regency

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

Table 4 summarizes the percentage and score of the indicator of village head leadership management in managing the village. The table 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 average score for the indicators arrives at good criteria with an average percentage of 76.3%. This shows that the leadership management of the Village Head 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 results of the analysis of the leadership of the village head in managing the village, the 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 the village head 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. Also, the weak competencies of the village head 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 by the village head. In this regard, the village head in the Bilato District is required to attend training in the field of management/leadership. (Sudarmanto, 2009)

### 3.3.2. Village Head Strategies in Mapping Soft Skills of Characteristics and Potential Development of the Community in Bilato District

The strategies of the village head in the mapping of soft skills of characteristics and developing the potentials of village communities are through indicators; 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.

**Table 4.** Summary of Scores of Village Head Strategy Indicators in Mapping Soft Skills of Characteristics and Potential Development of Village Community in Bilato District, Gorontalo Regency, Indonesia

| No   | Respondents' Response  | Score | Percentage (%) | Category |
|--|--|-------|----------------|----------|
| 1  | The village head is capable of motivating the community.   | 70    | 68.4%          | Fair     |
| 2  | The village head becomes a pioneer of social awareness   | 73    | 70.2%          | Fair     |
| 3  | The village head is committed and consistent to improving the welfare and economy of the community   | 68    | 65.6%          | Fair     |
| 4  | The village head is able to manage inter-community relations and activities  | 82    | 78.7%          | Good     |
| 5  | The village head is able to 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     |
| <b>Average Score, Percentage, Category</b> |  | 78.5  | 75.4%          | Good     |

It can be seen that the average score of Village Head 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) the village head becomes a pioneer of social awareness, 3). the village head is committed and consistent to improving the welfare and economic improvement of the community, 4) the village head can manage inter-community relations and activities, 5) the village head is able to 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 the village head 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 the village head should optimize their performance, apparatus, and officials in terms of community services, administration, static and dynamic archives management, including hard and soft files. The village head also needs to be more concerned with improving the economy, community welfare, and coordination system between the internal and external institutions. Finally, the village head has to take a mediator in social relations between all parties/institutions and other stakeholders more effectively because it is under the law. Law Number 6 of 2014 concerning Villages in Article 26 states that the 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 the Village Head carries out village development, along with all the capacities given to him; one of them uses community participation. Thus, the village head 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 village communities in Bilato District are more optimal in developing participatory, communication, and cooperation.

### 3.3.3. Village Head Leadership Management Has an Innovation System in Developing Villages

The leadership management of the village head must have an innovation system in developing the village; 1) Human Resources Improvement, a) educational environment, b) economic and welfare improvement, and 2) Natural Resources, a) fisheries and marine. b) Agriculture. c) livestock. d) tourism.

**Table 5.** Summary of Scores of Village Head Leadership Management Indicators in the Village Innovation System to develop Villages in Bilato District, Gorontalo Regency, Indonesia

| No   | Respondents' Response | Score | Percentage (%) | Category |
|--|-----------------------|-------|----------------|----------|
| 1  | Human Resources       | 73    | 70.2%          | Fair     |
| 2  | Natural Resources     | 67    | 64.4%          | Fair     |
| <b>Average Score, Percentage, Category</b> |                       | 70.5  | 66.2%          | Fair     |

It can be seen that the average score for the indicators of the village head 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%. This shows that the management of the village head leadership in the village innovation system in developing the village; more skilled in developing the potential soft skills of villages in coastal areas, the 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 the village head must be able to improve his village innovation systematically, through 1) Human Resources Improvement; a) Education, b) Religious, social, and legal aspects, c) Utilization of information and communication technology, d) Improvement of the economy and welfare, and 2) Natural Resources; a) Fisheries and marine, b) Agriculture, c) Livestock, and d) 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 in 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.

Based on the three indicators, which are: A) Village head leadership management, (2) Soft skill development of community potentials in the coastal area village, (3) Village head leadership management in the village innovation system to develop the village in Bilato District, Gorontalo Regency, Indonesia. The recapitulation is presented in the following table:

**Table 6.** Recapitulation of Village Head Leadership Management Variables in Soft Skill Development of Coastal Area Community Potentials Based on Village Innovation System in Bilato District, Gorontalo Regency, Indonesia

| No | Indicator                          | Average Total Score | Percentage | Category |
|----|------------------------------------|---------------------|------------|----------|
| 1  | Village Head leadership management | 79.5                | 76.3%      | Good     |

| in Bilato District |  |      |       |      |
|--------------------|--|------|-------|------|
| 2                  | Soft Skill Development for Coastal Area Community Potentials | 78.5 | 75.4% | Good |
| 3                  | Village Innovation System                                    | 70.5 | 66.2% | Fair |
| <b>Total</b>       |  | 75.5 | 71.4% | Good |

Source: Primary Data (2017)

The recapitulation of the percentage results regarding village head leadership management in soft skill development of coastal area community potentials based on village innovation system in the research area shows that 71% is in a Good category. The conclusion is that the village head 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 head 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, the Village Head must be fully able to be more effective and efficient by improving leadership management through three types of leadership management, 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**, this leadership model 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 a type of leadership characterized by a new awareness of managing power for the benefit of the community at large. This leadership model is not anti-change, opens the most expansive possible space for public participation, transparency and accountability.

With such a leadership pattern, the 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 towards 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 the village head and the community are able to make a village/village a pilot village, namely; able to 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 through improving administrative management as well as possible. According to village characteristics, this requires the 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 head leadership management in soft skill development of coastal area community potentials based on the village innovation system in Gorontalo Province arrives at a good category. It is expected that it can be further improved through other indicators apart from the grand design and the analysis of village head 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.

## AUTHOR CONTRIBUTION

Conceptualization: Novianty Djafri, Apriyanto A.J. Pauweni and Syamsu Q. Badu

Data curation: Sukma Nurilawati Botutihe, Apriyanto A.J. Pauweni and Syamsu Q. Badu

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Writing – Review & Editing: Novianty Djafri, Apriyanto A.J. Pauweni, Sukma Nurilawati Botutihe, Mardia Bin Smith, and Syamsu Q. Badu

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# Manuscript Review

**18 Mei 2022**



Novianty Djafri <noviantydjafri021@gmail.com>

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## MA5814 in addition

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k.maschenko@manuscript-adminsystem.com <k.maschenko@manuscript-adminsystem.com>

18 May 2022 at 14:24

To: noviantydjafri021@gmail.com

Dear Novianty Djafri,

the manuscript VILLAGE INNOVATION SYSTEM-BASED LEADERSHIP MANAGEMENT OF HEAD VILLAGE IN DEVELOPING SOFT SKILLS OF COMMUNITIES' POTENTIALS IN COASTAL AREA , submitted to Problems and Perspectives in Management Journal, needs to be revised.

**Comments:**

The title is too complicated.

Please demonstrate the results of the study more succinctly, more traditionally and academically in the Abstract.

Increase the Conclusion.

**The keywords should not replicate words from the title of the manuscript.**

The deadline for revisions is 2022-05-25

To revise a manuscript please don't forget to log in to the system and to upload a revised manuscript!

Kind regards,

Katerina Maschenko

Managing Editor

Journal Problems and Perspectives in Management

# Pengiriman Revisi Manuscript 3

**5 Juni 2022**



Novianty Djafri <noviantydjafri021@gmail.com>

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## MA4994: Notification on Submission

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05 June 2022 at 13:08

Dear Novianty Djafri,

The manuscript VILLAGE INNOVATION SYSTEM-BASED LEADERSHIP MANAGEMENT OF HEAD VILLAGE IN DEVELOPING SOFT SKILLS OF VILLAGERS' POTENTIALS IN COASTAL AREA , submitted to Problems and Perspectives in Management Journal is received.

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# **LEADERSHIP MANAGEMENT OF VILLAGE HEAD BASED ON SOFT SKILL DEVELOPMENT OF COASTAL COMMUNITIES IN INDONESIA**

## **ABSTRACT**

This research aims to map the soft skills of the coastal area community's potentials through leadership management of the village head to be innovative to develop the village growth in the coastal area in the northern of 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 head, village officials, prominent figures, and villagers) as the sample. It is found that village head leadership management in soft skill development of coastal area community potentials based on the village innovation system in the area arrives at a good category. Further, this study found that the village head leadership management in managing potential softskills 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 the percentage of 71.4%. This percentage is obtained through several indicators, i.e., a) leadership management; with the percentage of 76.3% (good category); b) village head strategy with a percentage of 75.4%; c) innovation system with the percentage of 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 head 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:** Leadership Management, Head Village, Soft Skills, Village Community, Coastal Area, Village Innovation

**JEL Classification:** O15, O32, O35, O38

## **INTRODUCTION**

According to Law Number 23 of 2014, village is a legal community unit that has jurisdictional territorial boundaries, 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.

In implementing villagers' empowerment and village development, the village head, as the leader and spearhead of village development, is responsible for such development. A village head's role is crucial since s/he is the one who has the highest authority in the village. A village head has the right to make decisions, lead the community, accommodate their aspirations, and protect them so that they are involved in the village development. The village head and village officials, as the unit of service and protection to the community, 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. A village head 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 development. S/he can also be aspirational and motivate the villagers to manage and develop the village 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. One of the crucial things to do is how the village head can manage and develop the village potentials, so that s/he can continue to be innovative, and the community is motivated to work together with the village government in managing the village resources as in accordance with the potential characteristics of the 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 of development, both human and natural resources development.

A village head should pay close attention to village development. S/he should also have survival and skills for the village resources management. Human resources are mapped through thinking, working, doing activities, and having communication skills. Meanwhile, the 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.

As of today, the development of soft skill mapping in rural areas has been specifically conducted because the village government relatively focuses on hard skill development. It is how the village head only focuses on the completion of a centralized program of activities. In fact, hard skill activities go hand in hand with the soft skill activities because the village government's activities will be completed if it goes simultaneously with the problem-solving 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 the village head. Therefore, the village head can work together with and help villagers participate in being polite, disciplined, persistent, and having 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 present work was devoted to mapping soft skills of community's potentials in a coastal area, so that the village head can keep being innovative to develop the village in Gorontalo Province. This research 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 Head**

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) defines management as a process of achieving organizational goals through the efforts of other people. There are specific rules and manners in management, so that management leadership will be regulated under applicable provisions. A person who carries out the management function of a leader.

A leader determines the effectiveness of management. As the one with leadership authority, a leader leads their subordinates to do some of the works in reaching goals. Leaders use formal authority to organize, lead, and control the subordinates to be responsible; thereby, all works are coordinated to arrive at 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. 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 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 special goals and equipment, the group leader with those characteristics serves as the function of 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 (1) critical thinking and problem-solving; (2) collaboration through the network and leading with influence; (3) being agile and adaptable; (4) having initiative and entrepreneurial spirit; (5) having a good written and oral communication; (6) being able to access and analyze information; and (7) having an imagination. On this ground, the mastery of soft skills is essential, thus making the village head challenged to promote the village.

Leadership is part of management functions with strategic positions in the system and hierarchy of work and responsibility in an organization. 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 1) lead the community, 2) motivate the community, 3) make a decision for developing the village, 4) supervise the community in developing the potentials and characteristics of the village.

## 1.2 The Development of Soft Skills of Community's Potentials in the Coastal Area Should be Taken Into Account by the Village Head's Leadership

In essence, a coastal area is defined as 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). In this context, it is clearly stated that there are two different perspectives on autonomy. In the Law on Coastal and Maritime regime, 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 in terms of village development financing. A village head is authorized to regulate and manage the community's interest as mandated by the regency/city governments (Law Number 1 of 2014). 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 the 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; environmentally-responsive and good at growing the eagerness to establish a great village.

The essence of people's soft skills is creating 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, the village head plays their role as a leader in improving the social status of and bettering the lives of the community and helping them have a more satisfying and advanced life standards, as well as the economy (Junaenah, 2014)

Nugroho as cited by Rokhimawan (2012), explains that soft skills primarily relate to one's feeling sensitivity towards 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). Yuniawati as cited by Wibowo and Hamrin (2012), claims that soft skills refer to intrapersonal and interpersonal abilities (not technical and academic abilities) (Wibowo and Hamrin, 2012)

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

A village head should have roles and soft skills. Their position in the community is a social worker or community worker. There are four main 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. d) technical roles and skills.

Sailah (2007) points out that seven special roles are necessary functioning as facilitative skills, as follows: a) Social Animation, a village head's skill to generate energy, inspiration, and enthusiasm of the community, as well as activate, stimulate, and grow their motivation to take action. 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 who involve in the community structure and activity. d) Forming Consensus, emphasizing the common goal of empowering soft skills and helping the community move promptly in achieving consensus. e) Group Facility. The effectiveness of an agent of change as the community empowerer also connects with their skill to interact with small groups within the community. f) 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. g) Personal communication. A social worker as a community empowerer should be able to have good personal communication.

In conclusion, in relation to leadership in an organization, the village head has strategic roles in developing soft skills of participatory villagers' potentials and characteristics. This is elaborated through indicators that a village head should possess Mapping Strategy; 1) A village head should be able to manage village administration, 2) A village head should be the pioneer of social care, 3) A village head can build a solid team for village advancement, well-being, and economic improvement, 4) A village head can manage the relationship among the community, 5) A village head should be able to communicate and inform village development among the community or in the regency, provincial, and central level because the leadership of a village head is structurally systemized under the central government, coordinated by the Provincial and Regional Government.

### 1.3. Village Head Can Collaborate with All 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 an 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 the introduction of 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 are able to 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 and Sitanyi, 2008). 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, Berranger, and Gouin, 2008).

On this ground, the leadership management of village head should have an innovation system and skills in village development in the coastal area. The village head should also improve their personality, develop habits in society, work in a team, and have credible leadership traits. By this, the village head can better the village innovation systemically through the innovation system indicators of village potentials; 1) Human Resources Improvement; a) educational, economic, and well-being, 2) Natural Resources; a) the fields of fisheries and marine, b) agriculture, c) livestock, d) tourism.

## 2. METHODOLOGY

### 2.1. Type and Approach

This was explanatory research as the insights of the topic were accumulated by 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, the present work 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 that consists of an object or subject that possesses 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 originated from specific social situations. Based on Komariah and Satori (2010), the research subjects are objects or people with quality and are 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 Head 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 the Village Head and the secretariat; 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.

**Table 1.** Instrument Distribution Table

| No. | Description       | Total of Participants |
|-----|-------------------|-----------------------|
| 1   | Village Head      | 10                    |
| 2   | Village Secretary | 10                    |
| 3   | Village Official  | 50                    |
| 4   | Village Apparatus | 10                    |

|              |                                 |            |
|--------------|---------------------------------|------------|
| 5            | Prominent Figures               | 20         |
| 6            | The Community of Bilato Village | 100        |
| <b>Total</b> |                                 | <b>200</b> |

Source: Primary data (2020)

### 2.3. The Technique of Data Collection

Purposive sampling was utilized to collect the data. This technique determines the subject/object according to its purpose by using personal considerations in accordance with the research topic, followed by selecting the subject/object as the unit of analysis. The researcher 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 research was conducted in Bilato District, Gorontalo Regency, Indonesia. The community of Bilato district is spread along the coastal area, where some villages' part is 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 2803 families (KK). Thus, the focus of this research was the community in Bilato District.

### 2.5. The Technique of 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 Head Leadership Management, Village Potentials and Characteristics, and Community Aspirations. The questionnaire being asked related to; 1) Village Head Leadership Management; 2) Mapping Strategy for Soft Skills of Village's Potentials and Characteristics. 3) The Innovation System in the research area.

### 2.6. The Technique of Data Analysis

Data analysis is the action after all respondents, or other data sources, have been collected. This research employed a descriptive analysis in the form of a frequency table as the data analysis technique. The formula is shown below.

1. Determining the frequency of respondents' achievements for each item of the questionnaire with the following formula:

$$P = \frac{f}{N} \times 100\%$$

Description:

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

2. Calculating the percentage in the score with the following formula:

$$Pr = \frac{SA}{SI} \times 100\%$$

Description:

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

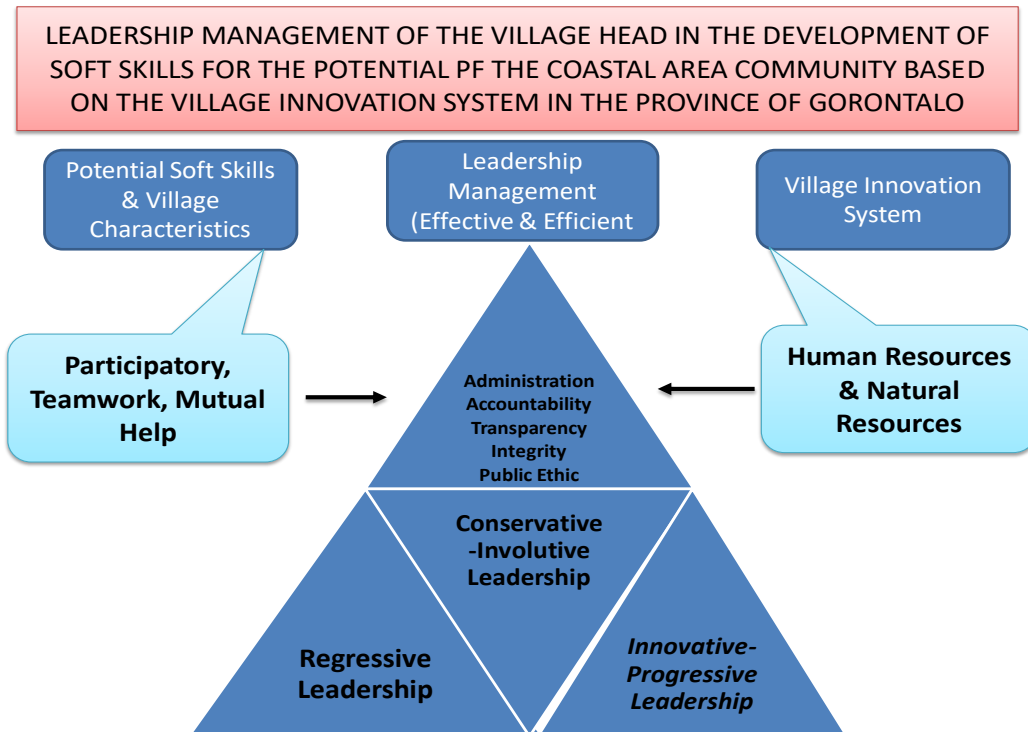
**Table 2. Criteria Qualification Table**

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

Source: Sugiyono (2013)

### 3. RESULTS AND DISCUSSION

3.1. Grand Design of Model of Village Head Leadership Management in Managing Soft Skills of Potentials and Characteristics of Village Communities in the Coastal Area Based on a Village Innovation System



**Figure 1.** Concept Map of Effective Village Head Village Innovation-based Leadership Management Model

The leadership of the village head in managing the village is able to plan, organize and supervise all elements of the village through; 1) Village head who is able to lead the community. 2) Village head that is capable of motivating the community. 3) Village head that is qualified to make the decisions to develop the village. 4) Village head who is able to supervise the community members in developing the potentials and characteristics of the village.

Development of soft skills of potentials and characteristics of the village community; village head who possesses the capability of 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. 5) communicate and inform village development between communities, as well as at the regencies, 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 leadership management of the village head 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, the village head must be able to have and develop their personality, personal habits, and the community, teamwork, and display credible leadership traits and types, so that the village head can systematically improve their village innovation, through; 1) Human Resources Improvement; a) Education, b) Religious, social, and legal aspects. c) Utilization of information and communication technology, d) Economic and welfare improvement, and 2) Natural Resources; a) fisheries and marine, b) agriculture, c) livestock, d) tourism and other fields.

### 3.3. Analysis of Village Head Village Innovation System-based Leadership Management in Soft Skill Development of Coastal Area Community's Potentials in Gorontalo Province

#### 3.3.1. Village Head Leadership Management in Bilato District

The leadership management of the village head in managing the village is the capability of planning, organizing, and supervising all elements of the village, consisting of four indicators: 1) Village head who is able to lead the community. 2) Village head that is capable of motivating the community. 3) Village head who is able to make decisions to develop the village. 4) Village head that is capable of supervising the community in developing the potentials and characteristics of the village.

**Table 3.** Summary of Score of Village Head Leadership Management Indicators in the Village of Bilato District, Gorontalo Regency

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

Table 4 summarizes the percentage and score of the indicator of village head leadership management in managing the village. The table 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 average score for the indicators arrives at good criteria with an average percentage of 76.3%. This shows that the leadership management of the Village Head 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 results of the analysis of the leadership of the village head in managing the village, the 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 the village head 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. Also, the weak competencies of the village head 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 by the village head. In this regard, the village head in the Bilato District is required to attend training in the field of management/leadership. (Sudarmanto, 2009)

#### 3.3.2. Village Head Strategies in Mapping Soft Skills of Characteristics and Potential Development of the Community in Bilato District

The strategies of the village head in the mapping of soft skills of characteristics and developing the potentials of village communities are through indicators; 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.

**Table 4.** Summary of Scores of Village Head Strategy Indicators in Mapping Soft Skills of Characteristics and Potential Development of Village Community in Bilato District, Gorontalo Regency, Indonesia

| No   | Respondents' Response  | Score | Percentage (%) | Category |
|--|--|-------|----------------|----------|
| 1  | The village head is capable of motivating the community.   | 70    | 68.4%          | Fair     |
| 2  | The village head becomes a pioneer of social awareness   | 73    | 70.2%          | Fair     |
| 3  | The village head is committed and consistent to improving the welfare and economy of the community   | 68    | 65.6%          | Fair     |
| 4  | The village head is able to manage inter-community relations and activities  | 82    | 78.7%          | Good     |
| 5  | The village head is able to 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     |
| <b>Average Score, Percentage, Category</b> |  | 78.5  | 75.4%          | Good     |

It can be seen that the average score of Village Head 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) the village head becomes a pioneer of social awareness, 3). the village head is committed and consistent to improving the welfare and economic improvement of the community, 4) the village head can manage inter-community relations and activities, 5) the village head is able to 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 the village head 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 the village head should optimize their performance, apparatus, and officials in terms of community services, administration, static and dynamic archives management, including hard and soft files. The village head

also needs to be more concerned with improving the economy, community welfare, and coordination system between the internal and external institutions. Finally, the village head has to take a mediator in social relations between all parties/institutions and other stakeholders more effectively because it is under the law. Law Number 6 of 2014 concerning Villages in Article 26 states that the 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 the Village Head carries out village development, along with all the capacities given to him; one of them uses community participation. Thus, the village head 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 village communities in Bilato District are more optimal in developing participatory, communication, and cooperation.

### 3.3.3. Village Head Leadership Management Has an Innovation System in Developing Villages

The leadership management of the village head must have an innovation system in developing the village; 1) Human Resources Improvement, a) educational environment, b) economic and welfare improvement, and 2) Natural Resources, a) fisheries and marine. b) Agriculture. c) livestock. d) tourism.

**Table 5.** Summary of Scores of Village Head Leadership Management Indicators in the Village Innovation System to develop Villages in Bilato District, Gorontalo Regency, Indonesia

| No   | Respondents' Response | Score | Percentage (%) | Category |
|--|-----------------------|-------|----------------|----------|
| 1  | Human Resources       | 73    | 70.2%          | Fair     |
| 2  | Natural Resources     | 67    | 64.4%          | Fair     |
| <b>Average Score, Percentage, Category</b> |                       | 70.5  | 66.2%          | Fair     |

It can be seen that the average score for the indicators of the village head 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%. This shows that the management of the village head leadership in the village innovation system in developing the village; more skilled in developing the potential soft skills of villages in coastal areas, the 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 the village head must be able to improve his village innovation systematically, through 1) Human Resources Improvement; a) Education, b) Religious, social, and legal aspects, c) Utilization of information and communication technology, d) Improvement of the economy and welfare, and 2) Natural Resources; a) Fisheries and marine, b) Agriculture, c) Livestock, and d) 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 in 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.

Based on the three indicators, which are: A) Village head leadership management, (2) Soft skill development of community potentials in the coastal area village, (3) Village head leadership management in the village innovation system to develop the village in Bilato District, Gorontalo Regency, Indonesia. The recapitulation is presented in the following table:

**Table 6.** Recapitulation of Village Head Leadership Management Variables in Soft Skill Development of Coastal Area Community Potentials Based on Village Innovation System in Bilato District, Gorontalo Regency, Indonesia

| No           | Indicator  | Average Total Score | Percentage | Category |
|--------------|--|---------------------|------------|----------|
| 1            | Village Head 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     |
| <b>Total</b> |  | 75.5                | 71.4%      | Good     |

Source: Primary Data (2017)

The recapitulation of the percentage results regarding village head leadership management in soft skill development of coastal area community potentials based on village innovation system in the research area shows that 71% is in a Good category. The conclusion is that the village head 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 head 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, the Village Head must be fully able to be more effective and efficient by improving leadership management through three types of leadership management, 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**, this leadership model 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 a type of leadership characterized by a new awareness of managing power for the benefit of the community at large. This leadership model is not anti-change, opens the most expansive possible space for public participation, transparency and accountability.

With such a leadership pattern, the 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 towards 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 the village head and the community are able to make a village/village a pilot village, namely; able to 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 through improving administrative management as well as possible. According to village characteristics, this requires the 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 head leadership management in soft skill development of coastal area community potentials based on the village innovation system in Gorontalo Province arrives at a good category with indicators; a) Leadership Management b) Village Head Strategy c) Innovation System. It is implemented through the grand design of village head leadership management model and the analysis of village head leadership management in managing soft skill potential and characteristics of village community in coastal areas based on village innovation system.

The indicators are 1) the leadership of the village head in managing the village is able to plan, organize and supervise all elements of the village through the village head who is able to direct, to motivate, to make decision, and to 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, the village head are able to 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, to manage relationships between communities, and to communicate regarding all village developments between communities, districts, regional, and central levels. 3) The leadership management of the village head must have an innovation system in developing the village through the improvement of human resources (educational, social and legal environment), the utilization of information and communication technology, and the improvement of the economy and welfare. In the 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 head 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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**15 Juli 2022**



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18<sup>th</sup> of July, 2022

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## ACCEPTANCE LETTER

Dear Novianty Djafri,

We are pleased to inform you that your manuscript “Leadership management of village head based on soft skill development of coastal communities in Indonesia”, co-authored with Sukma Nurilawati Botutihe, Apriyanto Pauweni, Mardia Bin Smith, and Syamsu Badu, has been double blind peer-reviewed and accepted for publication in the international journal “Problems and Perspectives in Management”, which is scheduled to be published in Volume 20, Issue 3, 2022.

With cordial regards,  
Katerina Maschenko

Managing Editor  
International research journal  
“Problems and Perspectives in Management”

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# Pengiriman Publication Agreement

**1 Agustus 2022**



Novianty Djafri <noviantydjafri021@gmail.com>

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## Reminder >>: MA5814 accepted

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**Novianty Djafri** <noviantydjafri021@gmail.com>  
To: k.maschenko@businessperspectives.org

1 August 2022 at 11:59

Dear Editorial Team,

Attached is the publication agreement signed by me.  
Thank you and I look forward to hearing from you.

Best regards,

Novianty Djafri  
[Quoted text hidden]

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## PUBLICATION AGREEMENT

LLC "CPC "Business Perspectives", hereinafter – "Publisher" and Novianty Djafri (Dr., Professor, Department of Education Management, Faculty of Education, Universitas Negeri Gorontalo, Indonesia), Sukma Nurilawati Botutihe (Dr., Assistant Professor, Department of Guidance and Counseling, Faculty of Education, Universitas Negeri Gorontalo, Indonesia), Apriyanto Pauweni (M.Pd., Assistant Professor, Department of Early Childhood Teacher Education, Faculty of Education, Universitas Negeri Gorontalo, Indonesia), Mardia Bin Smith (M.Si., Associate Professor, Department of Early Childhood Teacher Education, Faculty of Education, Universitas Negeri Gorontalo, Indonesia), and Syamsu Badu (Dr., Professor, Department of Mathematics, Faculty of Mathematics and Natural Sciences, Universitas Negeri Gorontalo, Indonesia), hereinafter – "Author", agree on the following:

The Publisher agrees to publish the manuscript "Leadership management of village head based on soft skill development of coastal communities in Indonesia", in Volume 20, Issue 3, 2022 by the Author(s) as an open-access article (the article will be available to all users immediately upon publication without registration on the site and embargo period) in the journal "Problems and Perspectives in Management" (ISSN 1727-7051 (print), 1810-5467 (online)), hereinafter – "Journal".

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2. Funder ID: \_\_\_\_\_
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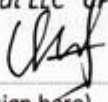
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The Author

  
(sign here)

Date: 1 August 2022

Novianty Djafri  
Dr., Professor  
Department of Education Management  
Faculty of Education  
Universitas Negeri Gorontalo  
Indonesia





Proofreading

**17 Agustus 2022**



Novianty Djafri <noviantydjafri021@gmail.com>

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## Reminder >>: MA5814 comments

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k.maschenko@businessperspectives.org <k.maschenko@businessperspectives.org>

17 August 2022 at  
19:12

To: noviantydjafri021@gmail.com

Dear Novianty Djafri,

Hope this letter finds you well.

Attached you will find the additional comments of a proof-reader in the text of a paper.

Pay attention to the marked words and check these corrections and revise if required.

Please, do ONLY the required changes in the attached file within 2 days and highlight all changes that you make. Please, indicate DOI or another link to the source that/if you add.

We will prepare this manuscript for publication.

Look forward to hearing from you within 2 days.

Sincerely yours,

Katerina

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**Від:** Novianty Djafri <noviantydjafri021@gmail.com>

**Надіслано:** 12 серпня 2022 р. 6:18

**Кому:** k.maschenko@businessperspectives.org

**Тема:** Re: MA5814 agreement

Dear Editorial Team,

Attached is the signed agreement.

Thank you and I look forward to hearing from you.

Best regards,

Novianty Djafri

On Thu, 11 Aug 2022 at 16:36, <[k.maschenko@businessperspectives.org](mailto:k.maschenko@businessperspectives.org)> wrote:

Dear Novianty Djafri,

Thank you for your feedback.

We are working under the manuscript.

Meanwhile, could you please sign the attached Agreement for payment that was made via website?

Look forward to hearing from you.

Sincerely,

Katerina

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**Від:** Novianty Djafri <[noviantydjafri021@gmail.com](mailto:noviantydjafri021@gmail.com)>

**Надіслано:** 11 серпня 2022 р. 5:32

**Кому:** [k.maschenko@businessperspectives.org](mailto:k.maschenko@businessperspectives.org)

**Тема:** Re: MA5814 figure

Dear Editorial Team,

Attached is the document containing an editable figure. The figure is made in Microsoft Powerpoint and you can edit it by clicking right and choosing 'slide object' to open the figure.

Thank you and I look forward to hearing from you.

Best regards,

Novianty Djafri

On Wed, 10 Aug 2022 at 14:37, <[k.maschenko@businessperspectives.org](mailto:k.maschenko@businessperspectives.org)> wrote:

Dear Novianty Djafri,

Hope this letter finds you well.

Also, kindly ask you to send editable (original) figure. Acceptable formats are: wmf, eps, svg, any vector drawing, file excel or attached example. The Figure should be with objects, which we can edit, move, work on them. NOT picture disguised as wmf, eps, svg! It is possible to obtain only by exporting from the original program in which it was created and nothing else. Graphic illustrations (flow charts, diagrams, graphs) must be built in the programs of MS OFFICE, and contain the built-in data file.

Look forward for figures as soon as possible.

With kind regards,

Katerina

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

Novianty Djafri (Indonesia), Sukma Nurilawati Botutihe (Indonesia), Apriyanto Pauweni (Indonesia), Mardia Bin Smith (Indonesia), Syamsu Badu (Indonesia)

Novianty Djafri, Sukma Nurilawati Botutihe, Apriyanto Pauweni, Mardia Bin Smith, Syamsu Badu, 2022

Novianty Djafri, Dr., Professor, Department of Education Management, Faculty of Education, Universitas Negeri Gorontalo, Indonesia. (Corresponding author) **Names of universities should preferably be written in English.**

Sukma Nurilawati Botutihe, Dr., Assistant Professor, Department of Guidance and Counseling, Faculty of Education, Universitas Negeri Gorontalo, Indonesia.

Apriyanto Pauweni, M.Pd., Assistant Professor, Department of Early Childhood Teacher Education, Faculty of Education, Universitas Negeri Gorontalo, Indonesia.

Mardia Bin Smith, M.Si., Associate Professor, Department of Early Childhood Teacher Education, Faculty of Education, Universitas Negeri Gorontalo, 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:** leadership management, village head, soft skills, village community, coastal area, village innovation **Keywords should not replicate the title.**

**JEL Classification:** O15, O32, O35, O38

**Received on:** 11<sup>th</sup> of April, 2022

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**Published on:**

## **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.

In 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 provisions. 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 (Legislation of the Republic of Indonesia, 2014b?), 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). In this context, it is clearly stated that there are two different perspectives on autonomy.

In the Law on Coastal and Maritime regime (not mentioned in the references), 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 (not mentioned in the references), as 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, Yuniawati (not mentioned in the references), as cited by Wibowo and Hamrin (2012),

claims 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 (Berthal **not mentioned in the references** cited in 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 secretariat 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.

**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                   |
| <b>Total</b> |                             | <b>200</b>            |

## 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:

$$P = \frac{f}{N} 100\%, \quad (1)$$

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

The percentage in the score is calculated by:

$$Pr = \frac{SA}{SI} 100\%, \quad (2)$$

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**

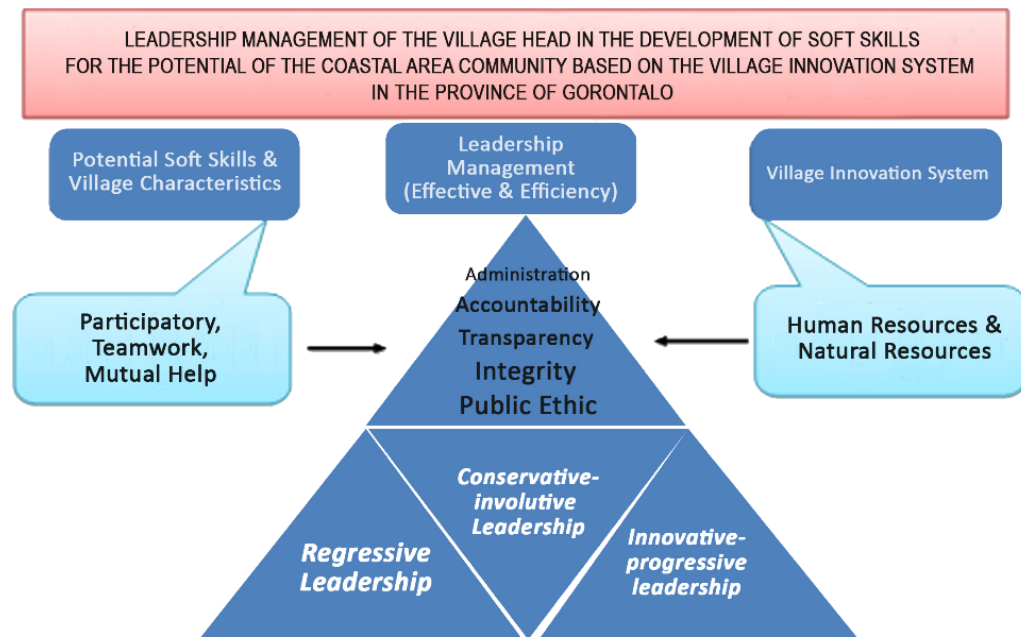
Source: Sugiyono (2013).

| 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

**Would be better to add some text at the beginning of the section**



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

- 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.** Leadership management indicators in the villages of Bilato District

| <b>No.</b>                                     | <b>Respondents' Response</b>   | <b>Score</b> | <b>Percentage (%)</b> | <b>Category</b> |
|--|--|--------------|-----------------------|-----------------|
| 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            |
| <b>Average Score, Percentage, and Category</b> |  | 79.5         | 76.3%                 | Good            |

Table 4.3? 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 average 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:

- 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.

**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     |
| <b>Average Score, Percentage, Category</b> |   | 78.5  | 75.4%          | Good     |

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;
- 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.

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 village 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.

**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     |
| <b>Average Score, Percentage, Category</b> |                       | 70.5  | 66.2%          | Fair     |

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.

**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     |
| <b>Total</b> |  | 75.5                | 71.4%      | Good     |

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

## **Author contribution**

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## MA5814 comments

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29 August 2022 at 10:14

Dear Editorial team,

Attached is the revised manuscript. Thank you and I look forward to hearing from you.

Best regards,

Novi Djafri  
[Quoted text hidden]

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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, potential soft skills management, village community innovation.

**JEL Classification:** O15, O32, O35, O38

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## **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.

In 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 provisions. 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), as 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), claims 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 secretariat 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.

**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                   |
| <b>Total</b> |                             | <b>200</b>            |

## 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:

$$P = \frac{f}{N} 100\%, \quad (1)$$

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

The percentage in the score is calculated by:

$$Pr = \frac{SA}{SI} 100\%, \quad (2)$$

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**

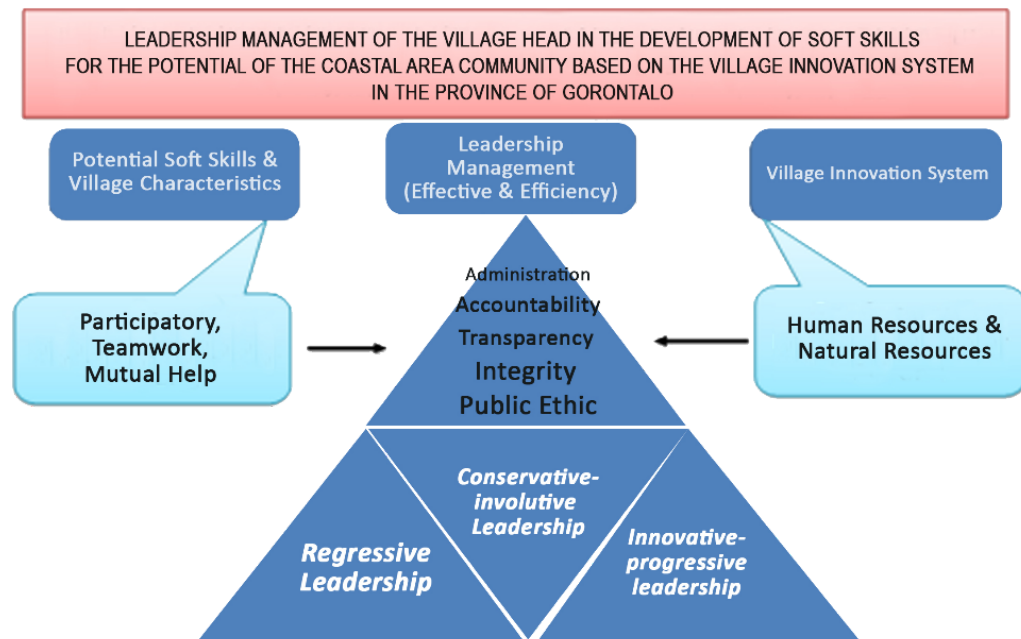
Source: Sugiyono (2013).

| 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, we have created a concept map to visualize the model. The model will be explained in the following figure.



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

- 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.** Leadership management indicators in the villages of Bilato District

| <b>No.</b> | <b>Respondents' Response</b>                | <b>Score</b> | <b>Percentage (%)</b> | <b>Category</b> |
|------------|---|--------------|-----------------------|-----------------|
| 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 |
| <b>Average Score, Percentage, and Category</b> |  | 79.5 | 76.3% | Good |

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 average 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:

- 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.

**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     |
| <b>Average Score, Percentage, Category</b> |   | 78.5  | 75.4%          | Good     |

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;
- 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.

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 village 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.

**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     |
| <b>Average Score, Percentage, Category</b> |                       | 70.5  | 66.2%          | Fair     |

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.

**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     |
| <b>Total</b> |  | 75.5                | 71.4%      | Good     |

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

**29 Agustus 2022**





Novianty Djafri <noviantydjafri021@gmail.com>

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## MA5814 proofreading

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k.maschenko@businessperspectives.org <k.maschenko@businessperspectives.org>

29 August 2022 at  
18:15

To: Novianty Djafri <noviantydjafri021@gmail.com>

Dear Novianty Djafri,

Thank you for your response.

Kindly pay your attention that we wrote you at the beginning of consideration:

The purpose of keywords is to provide the insight to the reader into the contents of the paper. They should reflect the area of the research. **The number of keywords should be 5-10 in average.** There should not be the sentences, but the words or word groups.

Now you have 3 keywords.

Kindly ask you to be more attentive and revise keywords. Kindly ask you to use mostly words, not long phrases.

Attached you'll find a paper for proofreading before publication. Please check the text of your article and correct mistakes (if any). Inform me if there are any corrections indicating page/line/column.

Pay attention, only changes to the title of the paper, list of authors or scientific errors will be considered and further approved by the publishing team.

Please, return proofs during next 2 days.

With kind regards,

Katerina

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**Від:** Novianty Djafri <[noviantydjafri021@gmail.com](mailto:noviantydjafri021@gmail.com)>  
**Надіслано:** 29 серпня 2022 р. 4:15  
**Кому:** [k.maschenko@businessperspectives.org](mailto:k.maschenko@businessperspectives.org)  
**Тема:** Re: MA5814 comments

Dear Editorial team,

Attached is the revised manuscript. Thank you and I look forward to hearing from you.

Best regards,

Novi Djafri

On Fri, 26 Aug 2022 at 16:51, <[k.maschenko@businessperspectives.org](mailto:k.maschenko@businessperspectives.org)> wrote:

Dear Novianty Djafri,

Thank you for your response and revision.

Could you please revise keywords? They should not repeat words from title (not by the order, but on the sense).

Also, could you please add link to the added source?

Look forward to hearing from you.

Sincerely,

Katerina

---

**Від:** Novianty Djafri <[noviantydjafri021@gmail.com](mailto:noviantydjafri021@gmail.com)>  
**Надіслано:** 26 серпня 2022 р. 5:44  
**Кому:** [k.maschenko@businessperspectives.org](mailto:k.maschenko@businessperspectives.org)  
**Тема:** Re: >>: Reminder >>: MA5814 comments

Dear Editorial Team,

I do apologize for this late submission. Attached is the corrected manuscript in this email. Thank you and I look forward to hearing from you.

Best regards,

Novi Djafri

On Thu, 25 Aug 2022 at 19:53, <[k.maschenko@businessperspectives.org](mailto:k.maschenko@businessperspectives.org)> wrote:

Dear Novianty Djafri,

Hope this letter finds you well.

Attached you will find the additional comments of a proof-reader in the text of a paper.

Pay attention to the marked words and check these corrections and revise if required.

Please, do ONLY the required changes in the attached file within 2 days and highlight all changes that you make. Please, indicate DOI or another link to the source that/if you add.

We will prepare this manuscript for publication.

Look forward to hearing from you within 2 days.

Sincerely yours,

Katerina

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**Від:** Novianty Djafri <[noviantydjafri021@gmail.com](mailto:noviantydjafri021@gmail.com)>

**Надіслано:** 12 серпня 2022 р. 6:18

**Кому:** [k.maschenko@businessperspectives.org](mailto:k.maschenko@businessperspectives.org)

**Тема:** Re: MA5814 agreement

Dear Editorial Team,

Attached is the signed agreement.

Thank you and I look forward to hearing from you.

Best regards,

Novianty Djafri

On Thu, 11 Aug 2022 at 16:36, <[k.maschenko@businessperspectives.org](mailto:k.maschenko@businessperspectives.org)> wrote:

Dear Novianty Djafri,

Thank you for your feedback.

We are working under the manuscript.

Meanwhile, could you please sign the attached Agreement for payment that was made via website?

Look forward to hearing from you.

Sincerely,

Katerina

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**Від:** Novianty Djafri <[noviantydjafri021@gmail.com](mailto:noviantydjafri021@gmail.com)>

**Надіслано:** 11 серпня 2022 р. 5:32

**Кому:** [k.maschenko@businessperspectives.org](mailto:k.maschenko@businessperspectives.org)

**Тема:** Re: MA5814 figure

Dear Editorial Team,

Attached is the document containing an editable figure. The figure is made in Microsoft Powerpoint and you can edit it by clicking right and choosing 'slide object' to open the figure.

Thank you and I look forward to hearing from you.

Best regards,

Novianty Djafri

On Wed, 10 Aug 2022 at 14:37, <[k.maschenko@businessperspectives.org](mailto:k.maschenko@businessperspectives.org)> wrote:

Dear Novianty Djafri,

Hope this letter finds you well.

Also, kindly ask you to send editable (original) figure. Acceptable formats are: wmf, eps, svg, any vector drawing, file excel or attached example. The Figure should be with objects, which we can edit, move, work on them. NOT picture disguised as wmf, eps, svg! It is possible to obtain only by exporting from the original program in which it was created and nothing else. Graphic illustrations (flow charts, diagrams, graphs) must be built in the programs of MS OFFICE, and contain the built-in data file.

Look forward for figures as soon as possible.

With kind regards,

Katerina


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

## 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, 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.

In 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.

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## 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), as 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), claims 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, we have created a concept map to visualize the model. The model will be explained in the following figure.

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:

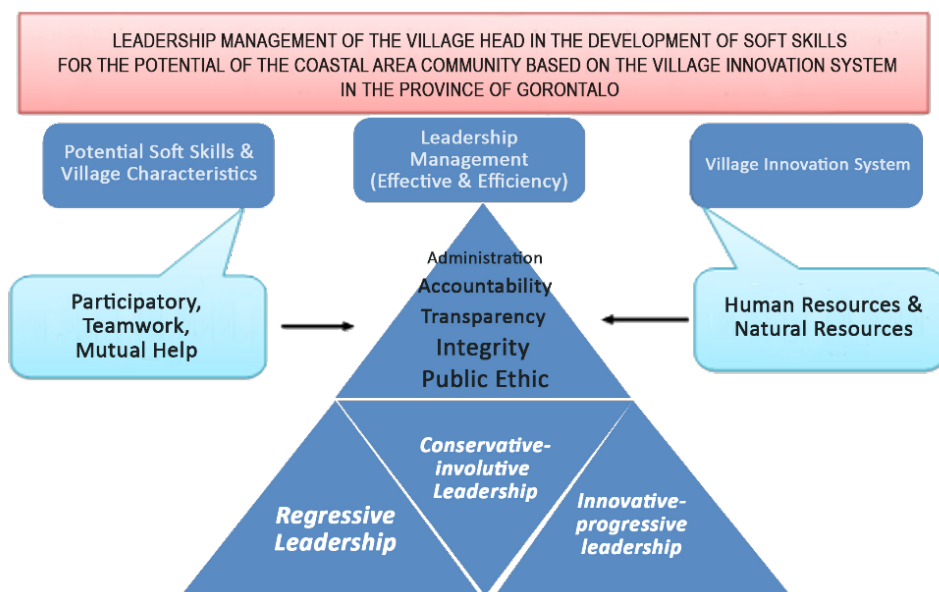


Figure 1. Concept map of effective village innovation-based leadership management model

- 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.

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;

- 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.

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.

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

## 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, 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.

In 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.

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## 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), as 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), claims 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, we have created a concept map to visualize the model. The model will be explained in the following figure.

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:

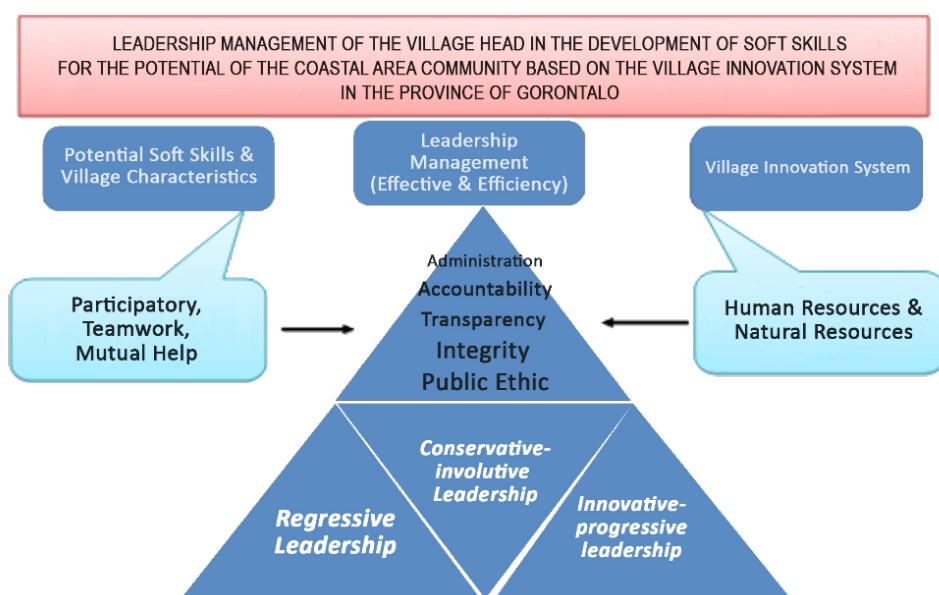


Figure 1. Concept map of effective village innovation-based leadership management model

- 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.

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;

- 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.

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.

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

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

## 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.

In 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.

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## 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:

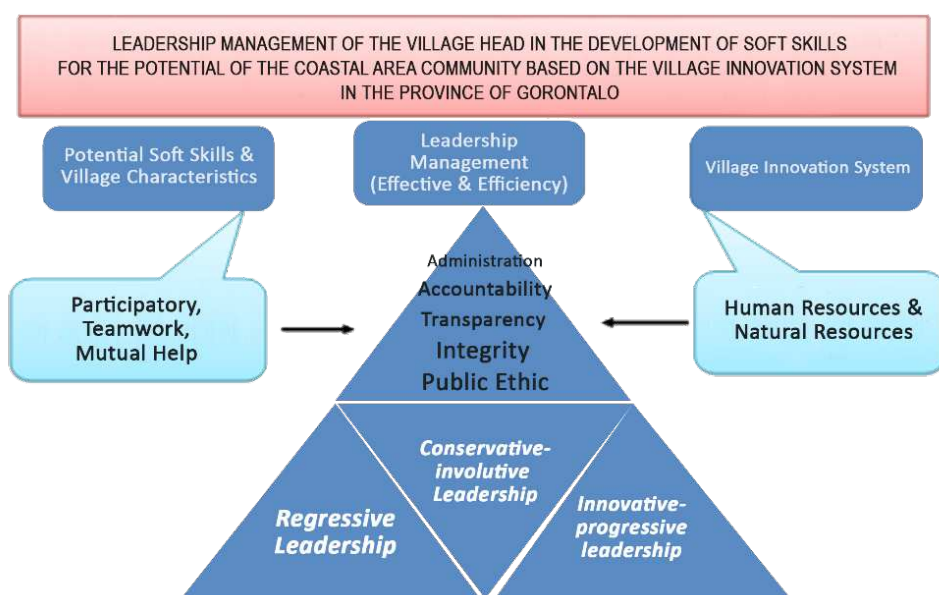


Figure 1. Concept map of effective village innovation-based leadership management model

- 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.

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;

- 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.

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.

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.

## AUTHOR CONTRIBUTION

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