

## Transformative Leadership of Wali Nagari Pakan Sinayan Banuhampu District Agam Regency in Achieving the Achievement of Nagari Rancak in 2018

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**Abstract**

*Nagari Pakan Sinayan has been led by H.S. Dt. Kayo Nan Kuniang for the past two periods. In the first period, Wali Nagari Pakan Sinayan won the Provincial Wali Nagari competency competition. Whereas for the second period, Wali Nagari Pakan Sinayan succeeded in bringing Nagari Pakan Sinayan to an achievement as Nagari Rancak in West Sumatera. This article aims to describe and analyze the leadership of Wali Nagari Pakan Sinayan in achieving achievements as Nagari Rancak. Problems are analyzed using the four components of transformative leadership by Robbins and Judge. The method used is qualitative with a descriptive analysis approach. The results showed that Wali Nagari Pakan Sinayan Banuhampu District Agam Regency has implemented a transformative leadership model. Wali Nagari Pakan Sinayan pays attention to the community and draws himself closer to sitting together with the community not only in official forums. Furthermore Wali Nagari Pakan Sinayan also implemented participatory planning to stimulate the community to issue ideas in development. Furthermore, Wali Nagari is a figure that motivates and gives influence to all nagari communities. Wali Nagari pays attention without distinguishing the jorong who supports him or not in the Nagari Election.*

**Keywords:** Transformational Leadership, Wali Nagari, Nagari Rancak

## Abstrak

H.S. Dt. Kayo Nan Kuniang telah memimpin Nagari Pakan Sinayan selama dua periode. Pada periode pertama, Wali Nagari Pakan Sinayan memenangkan lomba kompetensi Wali Nagari tingkat Provinsi Sumatera Barat. Sedangkan pada periode kedua, Wali Nagari Pakan Sinayan kembali berhasil membawa Nagari Pakan Sinayan meraih prestasi sebagai Nagari Rancak Tingkat Provinsi Sumatera Barat Tahun 2018. Artikel ini bertujuan untuk mendeskripsikan dan menganalisis Kepemimpinan Transformatif Wali Nagari Pakan Sinayan Dalam Meraih Prestasi Nagari Rancak Tingkat Provinsi Sumatera Barat Tahun 2018. Analisis menggunakan empat komponen kepemimpinan transformatif menurut Robbins dan Judge. Metode penelitian yang digunakan adalah kualitatif dengan pendekatan analisis deskriptif. Hasil penelitian menunjukkan bahwa Wali Nagari Pakan Sinayan Kecamatan Banuhampu Kabupaten Agam telah menerapkan model kepemimpinan transformatif. Wali Nagari Pakan Sinayan memberikan perhatian kepada masyarakat dan mendekati diri melalui duduk bersama dengan masyarakat tidak hanya di forum resmi. Selanjutnya Wali Nagari Pakan Sinayan juga menerapkan perencanaan partisipatif untuk menstimulasi masyarakat mengeluarkan ide dalam pembangunan. Selanjutnya, Wali Nagari merupakan sosok yang memotivasi dan memberikan pengaruh kepada semua masyarakat nagari. Wali Nagari memberikan perhatian tanpa membedakan jorong yang mendukungnya atau tidak dalam Pemilihan Wali Nagari.

**Kata kunci:** Kepemimpinan Transformasional, Wali Nagari, Nagari Rancak

## INTRODUCTION

In the era of globalization, the government is required to play a more active role in accommodating interests related to the democratic framework. An active government does not just carry out the tasks that have been assigned, but how to carry out these tasks according to the needs of today's society (Wargadinata, 2016). The government is required to be able to adapt to the environment, both internal and external. This is because the development of the environment in the global era demands the roles of government agencies to accommodate all interests within the framework of democracy.

In order to get closer to the needs of the community, the Government

gives authority to the village, which is the lowest and closest government unit to the community. The Village Government has its own authority to regulate and manage the region and its people in accordance with Law Number 6 of 2014 concerning Villages. This is because the village is the government unit closest to the community, as well as the different potentials and characteristics of the village. Authorization by the center to villages must be optimized in order to advance village development and improve village welfare (Melis, Muthalib, & Apoda, 2016; Sambodo & Pribadi, 2016).

With the enactment of Law Number 6 of 2014 concerning Villages, the village government is required to be able to empower village communities to

manage the village together with the local community. To support the running of the program, the government allocates village funds aimed at development, both physically and non-physically in the village. Therefore, good governance and capable of maximizing existing resources are needed to advance the village.

In the implementation of village governance, there are three actors who have different roles, but must interact with each other, namely the Government, the community and the private sector. The concept of village governance that is currently developing is collaborative governance (Bila & Saputra, 2019; Irawan Denny, 2017; Syamsurizaldi, Putri, & Antoni, 2019). One of the successful interactions between actors in village governance is the leadership of the village head. Ansell and Gash develop a collaborative governance model with collaborative processes as the main element that is influenced by leadership and institutions in achieving the desired results (Ansell & Gash, 2008). The leadership capacity of the village head is one of the determining factors for the success or failure of collaborative governance in the village.

In West Sumatra Province, the village is called a Nagari which is led by the Wali Nagari. The leadership of the wali nagari is an important element in collaborative governance at the local level. The realization of good governance and side with the people will increase public trust in Wali Nagari.

Thus, development in Nagari increases and can improve the welfare of the village community.

Nagari Pakan Sinayan, Banuhampu District, Agam Regency is an outstanding village in West Sumatra Province in 2018 led by H.S. Dt. Kayo Nan Kuniang. As a leader, Wali Nagari Pakan Sinayan has developed a strategy to be able to develop Nagari. The strategy formulated involves every stakeholder in Nagari, starting from community groups and also the private sector. In the first period, Wali Nagari developed a consolidation strategy to unite the divided communities due to the Wali Nagari election. One proof of this consolidation is the winning of Wali Nagari Pakan Sinayan in the West Sumatra Wali Nagari Competency Competition in 2017. This is one of the factors causing H.S. Dt. Kayo Nan Kuniang was re-elected as Wali Nagari in the second period (2014-2020), which later succeeded in bringing Nagari Pakan Sinayan to become the Achieving Nagari at the West Sumatra Province Level in 2018. This achievement was achieved because Nagari Pakan Sinayan had many innovations in government administration that were suspected as the impact of the wali nagari leadership.

To be able to manage this innovation, an innovative leader who is able to manage all the resources owned by Nagari is needed. Wali Nagari as the highest decision maker in the Nagari Government must be able to formulate programs that can accommodate and benefit all parties. Rinaldi, Jaya, and Diah's research concluded that the

transformative leadership of village heads is realized through innovation (Rinaldi, Jaya, & Diah, 2018). The role of leadership in collaborative governance is to help stakeholders find win-win solutions (Wargadinata, 2016). We assume that Wali Nagari Pakan Sinayan has applied a transformative leadership style in the administration of the village government.

This article will discuss the Transformative Leadership of Wali Nagari Pakan Sinayan, Banuhampu District, Agam Regency in achieving the 2018 Provincial Level Achievements of Nagari Rancak. The theoretical benefit of this research is that it can enrich the knowledge of public administration, especially in the field of governance at the local level. In practical terms, this research can be useful for evaluating the leadership style of the Wali Nagari which has contributed ideas related to leadership styles that are suitable to be applied in local government, especially in Nagari Government in West Sumatra.

Leadership according to Joseph C Rost is a relationship of mutual influence between leaders and followers who want real change that reflects a common goal (Rohim, 2018). Leadership involves a deep relationship of influence, which occurs between people who desire significant change, and that change reflects a goal that is shared by the leader and his followers. Influence in this case means the relationship between the leader and his followers is not something passive, but is a reciprocal relationship and without

coercion. Thus, leadership itself is a process of mutual influence.

One of the leadership styles that get the attention of experts to give new forms in organizations, and this leadership is transformational leadership. The concept of transformational leadership is a combination of the "trait" paradigm and the contingency or dependency approach (Suseno, 2010). Ruche defines transformational leadership as a leader's ability to influence the values, attitudes and beliefs, and behavior of other leaders with a view to accomplishing the organizational mission. (Rahmi, 2014).

Transformational leaders are more effective because they are more creative, but also because they encourage subordinates to be creative. Governments with transformational leaders have a greater decentralization of responsibilities, managers have a greater tendency to take risks, and compensation plans are geared toward long-term outcomes.

According to Robbin dan Judge (Robbins & Judge, 2012), there are four components of transformational leadership, namely

1. Idealized Influence, is the behavior of a leader who provides a vision and mission, creates a sense of pride, and earns respect and trust from subordinates
2. Inspirational Motivation, is the behavior of a leader who is able to communicate high expectations, convey a common vision in an

attractive manner, and inspire subordinates to achieve goals.

3. Intellectual Stimulation, is a leader behavior that is able to increase rationality and careful problem solving
4. Individual consideration, is to treat each subordinate as an individual with different needs, abilities and aspirations, as well as train and provide direction

The description of transformational leadership can be seen in Figure 1.

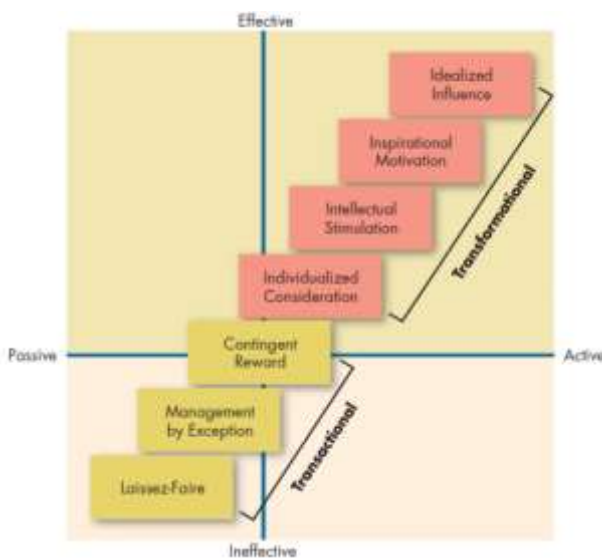


Figure 1. Leadership Models (Robbins & Judge, 2012)

Figure 1 shows that transformational leadership can create active organizations, and can increase organizational effectiveness.

Village competitions have been held for a long time, namely since the issuance of the Minister of Home Affairs regulation Number 13 of 2007 concerning Village and Sub-District Competitions. The aim is to determine the success rate of village and sub-

district development. Currently, the competition is regulated in Minister of Home Affairs regulation Number 81 of 2015 concerning Evaluation of Village and Sub-District Development. Village and sub-district competitions are carried out to evaluate and assess the development progress of the local government efforts together with the related village and sub-district communities. (Rahmawati Ahfan, Asrori, 2015).

Village competitions in West Sumatra are also known as Nagari Rancak competitions. In the village competition, it is carried out through several stages, namely the first stage of the competition at the sub-district level, the second stage at the district level, then the provincial level, and finally the national level. The winners of the village level competition at the sub-district level will represent the sub-districts in the regency / city competition, and the winners of the regency / city level competitions will represent the regencies / cities at the provincial level and the winners of the competition at the provincial level will represent the competition at the national level (Putri, Ariany, & Syamsurizaldi, 2019).

Before the competition is held, the village first conducts a self-evaluation which is carried out from January to the third week of February, using data disclosing instruments and the value of the development of villages and sub-districts, where evaluations are carried out in the areas of Government, Territorial, and community. The assessment indicators are reduced to 19

sub assessment indicators. The indicators for assessing the village competition at the sub-district, district / city and provincial levels are as follows:

1. Government sector, which includes aspects of governance, performance, initiative and creativity in empowering communities, villages and sub-districts based on e-government, and preserving customs and culture.
2. Territorial sector, which includes aspects of identity, boundaries, innovation, disaster response and preparedness, and investment arrangements.
3. Community sector, which includes aspects of community participation, social institutions, empowering family welfare, security and order, education, economic health, poverty reduction, and community capacity building.

Village Contest participants will display innovations from each village related to village development. The variety of characteristics of villages in Indonesia, such as area size, population, potential natural resources and quality of human resources, requires innovation and creation in the preparation of village development programs and activities. This innovation is used to accelerate village development, which must be jointly managed by the Village and Sub-District Governments, encouraging the empowerment of village communities.

## METHODS

This research was conducted using a qualitative research method to see the role of the Transformative Leadership of Wali Nagari Pakan Sinayan, Banuhampu District, Agam Regency in increasing the work motivation of Nagari Devices and community participation including migrants. Qualitative research is "qualitative research we mean any kind of research that produces finding not arrived at by means of statistical procedures or other means quantification" (Moleong, 2010). This approach is aimed at studying social phenomena with the aim of explaining and analyzing human and group behavior, from the same point of view as the object under study seeing the problem (Mardialis, 2010). Data collection was carried out by interview, observation and documentation. This research was conducted in Nagari Pakan Sinayan, Banuhampu District, Agam Regency

## RESULT AND DISCUSSION

### A. Winning Indicator of Nagari Pakan Sinayan Banuhampu District Agam Regency

Village competitions are regulated in the Minister of Home Affairs Regulation Number 81 of 2015 concerning Evaluation of Village and Urban Village Development. The purpose of holding this village competition is firstly to determine a certain status of the achievements of the development of a village, second is to determine the effectiveness in governance, development, community

development, and community empowerment. Third, to determine the level of community welfare, village competitiveness in accordance with Pancasila values.

Nagari Pakan Sinayan became the winner of the Nagari Rancak competition at the provincial level in 2018. Based on the results of the interview with Wali Nagari Pakan Sinayan, what was done in Nagari Pakan Sinayan could win the competition because of the innovation implemented in Nagari. These innovations are detailed as follows

#### *Governance sector*

Innovations in the field of government, Nagari Pakan Sinayan Government, namely (1) Realizing transparency in financial management in Nagari Pakan Sinayan. For every activity in Nagari, such as training and development, all funding is shown to the community, starting from the initial funds for activities, details of the use of funds, and remaining funds. The submission of the details of these funds is posted on the wall, and is conveyed in the mosques in each jorong. (2) in terms of planning, where participatory planning in Nagari Pakan Sinayan received appreciation. Development planning in Nagari is integrated with existing needs in Nagari. Among them: how to bring services closer to the community, through integrated posyandu at the jorong level. (3) Working relationship between the Nagari Government and Bamus, Nagari Pakan Sinayan Government maintains a harmonious working relationship with

the Bamus in carrying out government functions.

#### *Development Sector*

The policy direction related to village development has been achieved. For example, the policy direction where development in Nagari Pakan Sinayan must have an impact on increasing welfare. Whatever is done must have an impact on improving welfare, the economy, and creating togetherness.

#### *Community Development and Empowerment*

In this field, there is integration between the Nagari Government and Customary Institutions, Religious Institutions, Community and Youth Institutions, Development and preservation of customs, culture, religion and social. In community empowerment, training is carried out for the community, such as training in making homemade craft, workshop training, etc.

In general, the indicators of the achievement of Nagari Rancak by Nagari Pakan Sinayan have been fulfilled, besides that, there are also innovations that can improve the welfare of the community, namely

1. Preservation of customary values in Nagari, through traditional nagari institutions such as the Buek Arek Nagari Council, Batagak Panghulu with KAN to preserve the tribal leadership
2. Nagari Pakan Sinayan owns BMT, a Nagari savings and loan institution and is the best BMT in Agam Regency with a congestion rate of less than 1%. The

community can save and borrow money, thereby breaking the dependence of the community on conventional banks or loan sharks.

3. Zakat empowerment (BAZ) to help social needs of society.
4. Empowering the management of natural resources to improve the community's economy, such as making a monument Lereng Singgalang, janjang sajuta tourist attraction. Nagari communicates related to the provision of land, while development is carried out using funds from nagari and migrants as well as from local governments.
5. 5. Education, leveling education in the jorong in Nagari, by providing vehicles for school operations, providing incentives for honorarium teachers aimed at improving school quality. The funding comes from funds from migrants and alumnus in Nagari.

Nagari communities and migrants voluntarily help improve community welfare, so that the Nagari Government is not overwhelmed by carrying out its own activities. From the innovations described above, it can be seen that every innovation activity carried out, always involves the community, and the community voluntarily follows it and becomes the result of the Wali Nagari leadership process.

#### **B. The Transformative Leadership of Wali Nagari Pakan Sinayan**

Nagari Pakan Sinayan, Banuhampu District, Agam Regency led

by Wali Nagari H.S. Dt. Kayo Nan Kuniang for two periods. The first period is 2008-2014, while the second period is 2014-2020. The achievements of the wali nagari are not only due to the Wali Nagari himself, but also the support of competent village officials.

During the current leadership of Wali Nagari Pakan Sinayan, there have been many changes and advances in government management. H.S. Dt. Kayo Nan Kuniang had previously been recommended to run in 2002, but could not because he was too young and did not have a wife, which was one of the requirements to run. Then, H.S. Dt. Kayo Nan Kuniang ran again in 2008. At that time, Nagari's condition was divided because there were two candidates for Wali Nagari at that time. This causes the community to be divided into two groups (polarization). At the time of election, H.S. Dt. Kayo Nan Kuniang received the most votes, but lost in two jorong.

Early in the leadership of H.S. Dt. Kayo Nan Kuniang, the condition of the village's government is unstable. The Nagari apparatus was divided, and there were those who openly expressed their displeasure with the Wali Nagari at that time. However, H.S. Dt. Kayo Nan Kuniang had a strategy to reconcile the split at that time. If grouped according to the characteristics of leadership according to Bass, this is done by H.S. Dt. Kayo Nan Kuniang at that time can be described as follows:

##### *1. Individualized Consideration*

To unite the nagari, Wali Nagari gives individual attention to all nagari



officials and the nagari community. Attention is given in the form of getting closer to emotionally and understanding the needs of the village apparatus. The strategy undertaken by the Wali Nagari at that time was to conduct open recruitment of village officials. This recruitment is also conducted through an open test. So that no one thinks Wali Nagari only prioritizes his supporters. Wali Nagari does not get carried away to only pay attention to its supporters, but unites all communities, then development is carried out evenly, not only in Nagari which supports it a lot.

The steps taken by Wali Nagari Pakan Sinayan are by sitting together with the community in coffee shops, discussing with the panghulu of each tribe in Nagari, and establishing intense communication with the migrant.

### 2. *Intellectual Stimulation*

Wali Nagari also encourages nagari devices to be able to think in solving existing problems. In addition, Wali Nagari always motivates the village apparatus to be able to improve its performance, motivates directly by participating in training to increase the capacity of the village apparatus. Wali Nagari also provides space for village officials to propose ideas in line with the previously defined vision and mission. Like making song albums and publishing books related to Nagari Pakan Sinayan. Intellectual stimulation that is carried out to the community and institutions in the nagari is to stimulate the community to find a way out of every village problem through deliberation. In addition, development planning in

Nagari Pakan Sinayan also uses participatory planning, in which the community and village community organizations (nagari) provide more suggestions in deliberations, while the village government plays a more role as a facilitator. This has been implemented by Wali Nagari since his first term of office.

### 3. *Inspiration Motivation*

Wali Nagari is a figure who inspires all village officials and administrators of nagari social institutions. This is evidenced by the attitude of the Wali Nagari who did not instruct much, but rather directly applied and gave examples. For example, in providing services to the community, Wali Nagari welcomes the community in a friendly manner and mingles with the community. Another example, Wali Nagari always comes to the office at 08.00 am, so that the nagati apparatus is accustomed to discipline.

As for the community, Wali Nagari is also an inspiring and motivating figure. H.S. Dt. Kayo Nan Kuniang is also a cleric, and has an educational foundation in Palembayan. He motivated the community and migrants to be able to advance education in Nagari Pakan Sinayan, practice what he had done in Palembayan and also motivate the community that the success of a Nagari is not only determined by the Nagari Government, but the important element is the community, so that the community is involved in all Nagari activities and the community is motivated to voluntarily

participate in activities carried out by the village government.

#### 4. *Idealized Influence*

Wali Nagari is able to influence society. For example, when Nagari was unstable after the 2008 election, Wali Nagari had a strategy to unite both the village apparatus and the community. At the time of the jorong election, it is up to the jorong community to vote. Then, Wali Nagari conveyed its vision and mission to the village officials, and asked for a joint commitment to make it happen. Wali Nagari is also able to convince the public that he will not only pay attention to his supporters, but also pay attention to village officials who do not support him during the election.

The strategy carried out by the Wali Nagari was able to raise the trust of the village apparatus, so that the Wali Nagari Pakan Sinayan was a person who was respected not because of his position, but because of his leadership. Wali Nagari is able to understand the needs of the nagari instruments, from basic needs to self-actualization, so that all village devices are motivated to be able to improve their performance. This also led to H.S. Dt. Kayo Nan Kuniang was elected for the second term as Wali Nagari Pakan Sinayan.

In the second period (2014-2020), the Nagari Pakan Sinayan Government was faced with the application of the Village Law, where Nagari was given the authority to regulate and manage its own household, and the Village Fund was allocated. Wali Nagari was able to start motivating the village apparatus and conduct training to increase the

capacity of the village apparatus to be able to become an advanced Nagari. Nagari instruments are also supported for self-development activities. For example, for making an album about Nagari, the nagari equipment is used as a video clip model. This is also able to eliminate the fatigue of routine work at the village guardian's office.

In addition, Wali Nagari Pakan Sinayan was also able to stimulate the community to voluntarily donate their land to build a tourist attraction, without any compensation. The community gave up because they already believed that whatever activities the Wali Nagari wanted to carry out, they always had a positive impact on the community. The community has put their trust in the Wali Nagari, and volunteered to follow everything suggested by the Wali Nagari.

#### **CONCLUSSION**

Based on the description of the discussion described above, it can be concluded that the Wali Nagari Pakan Sinayan, Banuhampu District, Agam Regency has implemented a transformative leadership model. Wali Nagari Pakan Sinayan pays attention to the community and gets closer through sitting together with the community not only in formal forums, but also in informal forums such as in coffee shops (lapau) and nagari activities. Wali Nagari Pakan Sinayan also implements participatory planning to stimulate the community to issue ideas for development. Wali Nagari is a figure

who motivates and influences all nagari communities. Wali Nagari gives attention without distinguishing which jorong supports it or not in the Wali Nagari Election.

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