

**The Analysis of The Characteristics of Leaders in
Increasing Human Capacity in The Development of Rural
Tourism
Case Study: Terong Village, Bangka Belitung Islands**

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Abstract

This study aims to analyze the characteristics of community leaders as tourism activists and to analyze the work relationship system between other stakeholder figures. This study used a mixed-method, with interviews community leaders, appropriate informants and questionnaires to 100 local community respondents, who took the case study location in Terong Village. Province of Bangka Belitung Islands. The results showed that there was consistency in the role of leadership in developing the capacity of tourism villages. The leader is the most important aspect besides establishing working relationships with local governments and other stakeholders who bridge the interests of the community or village tourism management business groups and be potential alternative tourism in Tulamben for its good destination image.

Keywords: Rural tourism, Leadership, Human capacity.

A. Introduction

In Indonesia, tourism village is not only one of the solutions to improve the local economy but, at the same time, empower the community by utilizing the natural and cultural potential that exists in the village environment. As part of the tourism industry, small businesses can either directly or indirectly be a sustainable source of income for the local community. The development of rural tourism is a promising potential in improving the economy of local communities. At the same time, it could empower the community by utilizing the natural and cultural potential that exists in the village environment. However, most villagers still do not realize that the tourism potential can be used as a new livelihood apart from their usual livelihood. The people do not even know what to do to make their village a tourist destination. Thus it takes a person who has a mission and vision far ahead in developing rural tourism areas.

The rural community's small businesses can be part of the tourism industry, directly or indirectly being a sustainable source of income for the local community. However, most of the villagers still do not realize the tourism potential of their village. Thus, people who have a mission and vision far ahead in developing village tourism areas are needed. The leader who could influence the success of the development of a tourist village is someone who understands well the ins and outs of their village area.

A local leader is also someone who has a high leadership spirit and can move the community in utilizing the potential in their area in the management and development of tourism villages. The role of the local leader influences the development of rural tourism. Nevertheless, to what extent this leader can lead the community to achieve the success and sustainability targets of the tourist village destination. So, research is needed to reveal the characteristics of leaders who can realize the sustainability of the tourist village. This study aims to analyze the characteristics of leaders who can be trusted or followed by the community as an effort to increase human capacity in the tourism business. This study also examines how leaders transfer knowledge about tourism to the community member and establish a network of performance relationships with other stakeholders to create sustainable village tourism destinations.



Figure 1. Framework For Thinking

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From the background that described, directing to some research questions that need to be answered from this research, namely:

1. What are the performance characteristics of leaders who can realize sustainable village tourism destinations?
2. How is the network of community leaders system working to achieve the target of rural tourism?

B. Literature Review

Based on the framework of thinking, it requires several literature reviews that divided into several discussions about:

Rural Tourism

Management of rural tourism that develops well, seen from the results that can provide benefits to community members. The transfer of tourism knowledge to the community is carried out in skills training, service retention. It is expected to increase the amount of migration into the region, restore population levels, redesigned housing facilities, increase opportunities for women and other underrepresented groups, increase brand image, focus new for regional planning, and environmental and socio-cultural benefits (Lane and Kastenholz, 2015).

Leadership

Kirk and Shutte (2004); Stone, et al. (2003); McGehee, et al. (2015) are leading researchers who use the classification of leadership characteristics in three types of characteristics, namely leader characteristics: Servant, authentic, and base community. The character of community-based leadership is the most suitable form of leadership applied in the development of rural tourism, which can provide opportunities for excellent power and decision making among many participants in rural tourism settings (Valente et al., 2014).

To build strong local leadership, according to Priyandono (2011), it is necessary to integrate personal resources such as knowledge, skills, competencies, experience, and leadership vision with resources owned by both material and non-material organizations (technology, tools, buildings, systems, rules, norms, conventions, and values). These elements form the characteristics of local leaders so that later, they will influence the quality of the leadership system in empowering rural communities. The quality of the local leadership system affects the quality of human resources, which is one of the factors in the success of the development of tourism villages.

Rural tourism leaders face many challenges both in managing functional relationships with local governments and diverse communities, holding long-term commitments among other leaders, as well as the ability to cope with risks and vulnerabilities in building continuity from one leader to the next, and coordinating the governance of various government and non-government

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organizations. (McGehee et al., 2015). Leadership in the process of influencing people needs to plan direction by inspiring, motivating, and directing their activities to get help from groups or organizations that aim to fulfill all requirements. In accessing community support, leaders must also be able to understand people's perceptions that can help continue the development of tourism through community capacity building. (Goffee and Jones, 2001). According to Peter Drunker, he sees leaders who can direct their members and the success of their leadership in terms of results and contributions. (Drucker, 1996).

Leadership in the planning process to influence people, by inspiring, motivating, and directing their activities to get help from groups or organizations in achieving goals to meet all the requirements needed. (Goffee and Jones, 2001). The Model of Leadership for Rural Tourism Devolution, by Haven-Tang and Jones (2012), shows the success of an organization as measured by effectiveness due to the impact of leaders on followers and utilizing capacity development.

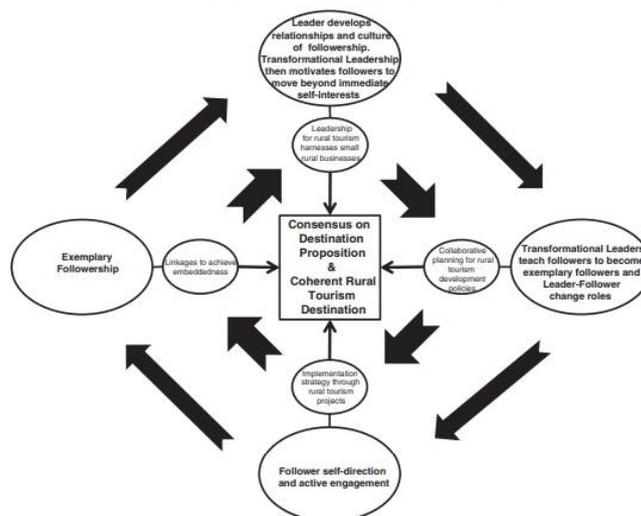


Figure 2. Model of Leadership for Rural Tourism Development □
(Haven-Tang & Jones, 2012)

Capacity Building

Capacity development can occur in various forms, such as strengthening human resources, organizational and individual capacity, developing appropriate facilities and training in tourism, and assessing the impact of tourism (Aref, 2011). To build strong local leadership, it is necessary to integrate personal resources such as knowledge, expertise, competence, experience, and vision of leadership with resources owned by both material and non-material organizations (technology, tools, buildings, systems, rules, norms, conventions, and values). These elements will form the characteristics of local leaders so that

later, they will influence the quality of the leadership system in empowering rural communities. The quality of the local leadership system will affect the quality of human resources, which is one of the factors in the success of developing tourist villages (Priyandono, 2011). According to Imbaya, et al. (2019), conceptually, a capacity building could be modeled as follow system's thinking, Personal mastery, Mental models, Shared vision and Team learning. A system's thinking is a fundamental dimension that integrates others. Analyzing system's thinking in an organization includes looking at aspects such as the ability to understand and handle the whole and examine the interrelationships between the parts. Personal mastery involves a continuous process that enhances individual and communal abilities. On the other hand, Mental models include assumptions, generalizations, and mental images or images that influence behavior and understanding of the world. The Shared vision dimension includes aspects such as shared identity and shared values and vision. Lastly, Team learning requires practice of group interaction, coordination, and mobilization of energy and action to achieve common goals (Imbaya et al., 2019).

C. Research Methodology

Research that uses the mixing method, using primary and secondary data. Primary data obtained through activities in the field through observation, questionnaire data, and in-depth interviews with informants and respondents. Secondary data was obtained from written documents in the village office and previous studies relating to Terong Tourism Village. Based on data collection techniques, this study uses two types of data to be processed and analyzed. The data comes from quantitative and qualitative data. Quantitative data is processed to strengthen qualitative findings. Data are obtained by distributing questionnaires using the Likert method, where questions are classified into three parts: tourism, leadership, and cooperation. The data is then processed with Microsoft Excel 2010 application for output in the form of a percentage of support or agreement and rejection or disagreement. The quantitative result is to strengthen the statement or findings in a qualitative analysis that analyzes the relationship between local leaders' role, community capacity, and collaboration between existing stakeholders. The sampling method in this study was not random (purposive sampling), where sampling was chosen based on specific considerations (Singarimbun and Effendi, 1989). The population in this study is the people of Terong Village, Sijuk District, Belitung Regency. The research unit is the individual tourist village management as an informant and residents of the village of Terong selected or recommended by the RT / RW as respondents. Respondents recommended by RW / RT are administrators and villagers who are seen to be following community involvement in the implementation of tourism villages. The tour village management is a local leader who has an essential role in managing, running, and having responsibilities from the village

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government and is directly involved in implementing tourism village activities. The mechanism for selecting informants and respondents can be seen in Figure 3 below.

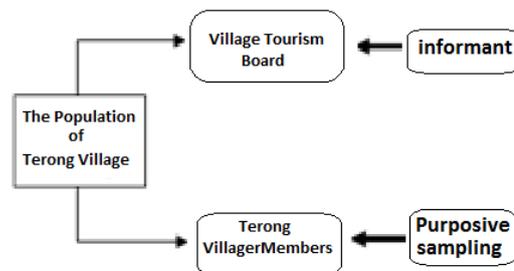


Figure 3. Mechanisms for Selecting Informants and Respondents

Qualitative data were analyzed through three stages: data reduction, data presentation, and verification (Miles and Huberman, 1992). Data reduction functions to sharpen, classify, direct, discard unnecessary data and organize data. The next stage is data presentation, and the reduced data is entered into a matrix, chart, or graph. After the data is presented, it enters the verification phase, concluding the results that have been processed to support qualitative data. Qualitative analysis is presented in narrative form, and interview quotations are used to support or strengthen quantitative data.

D. Result

Rural tourism includes a range of different activities, including agriculture/agritourism, ecotourism, nature tourism, horseback riding, activity, and adventure tourism, cultural and heritage tourism, food, and beverage tourism. The nature and scale of rural tourism are often changed and is now a significant vehicle for economic diversification and social regeneration. Rural tourism is no longer a source of additional income for farmers; it is now a diverse activity that directly and indirectly supports a variety of rural industries and businesses and goes beyond the economic value of agriculture to the rural economy (Sharpley, 1994). When talking about village tourism, it is not something fancy, or we are not creating.

E. Discussion

Leadership

Leaders, usually treated as subjects of influence over followers, are referred to as complementary objects (Fairhurst and Connaughton, 2014). However, in this study, Fairhurst is not entirely correct because, in Terong Village, the followers' paradigm is considered the leader of all. Like what the village head said:

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"The lower class and upper-class society must have a mentality that begins to separate the meaning between the leader and the ruler, that is the capital because the leader tends to protect and be willing to sacrifice and is useful for the community while the ruler is usually more authoritarian, he is more skeptical, he is more selfish itself, and prioritize power in various ways to maintain power. For the Terong Village community, the leader is defined as applicable to everyone, everyone is a leader, and we cannot avoid the smallest scope, such as one family, the head of the family at home is a leader who aspires to reasonable goals such as how children become good people, sholeh and shaliha."

The opinion of Antonakis and Atwater (2002) which states that distance, generally maintained by the leader from followers to be a determining element of the influence of the leadership process, does not seem to have much influence on the leadership of Terong Village, which positions closeness between the leader and the followers as the key to success.

In a community in the Terong Village, the presence of a leader who has a vision and mission can benefit as much as possible for the benefit of the community. Terong Village is expected in the next 6 years to become an independent tourism village managed jointly between the village head, BPD and the community represented by the community who joined as a member of the Tourism Awareness Group (Pokdarwis) is an institution established by villagers whose members consist of tourism actors have care and responsibility and play a role as a driver to create a climate conducive to the development of tourism in their village area, and must have a clear mission annually, it is clear what to do for example in the first year, carried out improvements in agriculture, plantations, marine, tourism and others. Likewise, for the following year, it needs to be made as clear as possible until in the 6th year it is hoped that this village will truly become an advanced tourism village. Like what was said by the leader of Pokdarwis Terong Village, Mr. Iswansi:

"When talking about tourist villages, it is not just euphoria without a clear mission. For example, planning that is only done for infrastructure development without fixing the mental and spiritual side of the community, I think it is just a dream that will not be achieved".

A leader must be able to see the potential around the village environment and instill gratitude for the extraordinary grace of the gift of the Almighty, thereby minimizing complaints of dissatisfaction of its members. Since Terong Village is no longer a mining site, many people initially complained about the lack of adequate employment, especially for those whose jobs were miners who lost their livelihoods. So the contested employment target is as a civil servant, a member of the village head and a member of the council because most only want to get a fixed salary, get a position, and others. The task of leaders for people who are undergoing such a transformation of life requires sincere

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intentions, starting with how to convince people to realize that their natural environment is an extraordinary gift that provides many business opportunities, especially in tourism. A first leader can create sincerity, has a visionary spirit, sees this nature as an extraordinary gift, and does not complain because it is part of the anticipation of the spirit to rise and strive to realize their ideals. With a sense of optimism, with the right intention, with transparency in terms of village funding, everything can go smoothly as expected even though sometimes in the journey, there are still challenges a leader wants to change something in the community order. The most important thing from these challenges is the existence of different insights, education, and work backgrounds.

Working Relationships with Government

This community group creates tourism independently, then the village government helps and supports village tourism. The sub-district office helped by inviting ten village heads to bring the leaders and management team for a comparative study, to the village of Pending Sari, Yogyakarta. There we were invited to tourist attractions in the village of Pending Sari. This comparative study made the eggplant village head aware of trying and committing to the BPD to provide tourism support managed by the community.

At this time, for water damaged in the third year, assisted by the local budget. Besides that, Bukit Tebalu Destination, Mangrove Park and Agro Tourism are supported by village funds and regional budget. Support is done in stages such as Bukit Tebalu and Mangrove, which are still constrained because it includes the Forestry Service area. So when we went to Jakarta, we followed the presentation of the management of HKM Mangrove.

The effort of the community to manage the tourist village into a developed and developing village, also received support from the Head of the Belitung Tourism Office, Mr. Hermanto who went down a lot with leaders and community management teams, from the formation of Pokdarwis, community formation, cooperation between the DMO, Kemenpar and Dispar very visible. Pak Iswandi's statement:

"He (Mr. Hermanto) also always involves the community in activities even though we are not civil servants, he also always communicates with the community. As Pak Hermanto said that when talking about tourism, it cannot stand alone, but that does not mean this village has advanced, but more about how to open up broader thinking because after all, when talking about tourism villages, it is not only supported by the community or community but is related to all parties such as what was said by the village head of the BPD policy, village policy, and his support is needed."

There is a public space for the community to convey their ideas about tourism that is in line with local wisdom. It is not like making Belitung a new Bali but must be like Bali, not like that, but at least the pattern of development

carried out by Bali can be applied in the village of Terong. Furthermore, the closeness of the relationship with the ministry and tourism department gives added value and adds insight. The people of Terong Village started Zero, but because of the desire to progress and develop in the end with sincere intention, all ways are open.

4 (four) years ago we had an unwritten agreement, established good cooperation with the village head, we explored the potential that exists so that when it comes to our budgeting, there is no mutual collapse but all is done for the sake of togetherness for the advancement of this eggplant village. Third, it is theoretically possible that a leader like what has been said at the beginning of the leader must have a protective, sincere, visionary nature, and when he leads now but not only think of today but also going forward so that the existence of this eggplant village can develop properly. Alternatively, we are also getting better because what we are doing is still a *stub ma*. Not perfect yet and there are still many improvements that we have to do, especially as was said last night about the readiness of human resources because this eggplant village frankly to talk about funding there is no problem anymore, tourism village funds, CSR funds, Ministry of Villages, Ministry of Public Works, ARPN funds. And this year *ma'am*, Alhamdulillah, we are assisted by Kemenpar again in making the village development master plan based on the agreement of all related agencies. This means that in terms of infrastructure, there are no problems in terms of village funding, but the problem is that we maintain the sustainability of Human Resources earlier. So, it means that the present leader, we are here and also the arrival of lecturers from Pancasila University. We hope that this will be part of the preparation of reliable human resources to maintain the Terong Village's survival.

If we look based on experience that actually in tourism, there are three main pillars. First, the next government, the private sector, the third community. As stated by Mr. Hermanto, we see that this government was quite limited to policies, regulations, facilitation, and Mr. Hermanto said that we would not help the village because it was because we were more reprimanded. We want the village to emerge as an activist, and then we can help. Yes, it means that if everything is not intended from the beginning or is intended by the self, then no matter how good the program will not run, the main pillar to develop tourism is the government. Now the government as a policymaker, legislator.

Some of the activities facilitated by the Ministry of Tourism in the development of tourism, there are the development of tourist villages in the village of Nasik Strait. Facilitation for the development of tourist villages and communities.

F. Conclusion

Leaders, usually treated as subjects of influence over followers, are referred to as complementary objects is not entirely correct, because, in Terong

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Village, the followers' paradigm is considered to be the leader of all. Rural tourism includes a range of different activities, including agriculture/agritourism, ecotourism, nature tourism, horseback riding, activity, and adventure tourism, cultural and heritage tourism, food, and beverage tourism. Terong Village's communities group creates tourism independently, then the village government helps and supports village tourism. There is a public space for the community to convey their ideas about tourism that is in line with local wisdom. It is not like making Belitung a new Bali but must be like Bali, not like that but at least the pattern of development carried out by Bali can be applied in the village of Terong.

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