

## Unveiling the Impact of Leadership on Community Engagement in Cicadas Village

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### ABSTRACT

This study aims to investigate the impact of village government leadership on enhancing community participation in development planning in Cicadas Village, Bogor Regency. The research utilized a quantitative method with a population of 234 households. Sampling was conducted through incidental sampling using the Slovin Formula, resulting in a sample size of 148 households. Data collection involved observation, questionnaires, and documentation. Data analysis employed frequency tabulation and simple regression analysis using IBM SPSS 23.0 for Windows. The findings indicate that village government leadership significantly influences community participation in development planning in Cicadas Village, evidenced by a calculated t-value of 8.778 and a significance value of  $0.000 < 0.05$ , thus rejecting  $H_0$  and accepting  $H_1$ . Consequently, there exists a strong correlation between village government leadership and the optimization of community participation in development planning. Better village government leadership correlates with increased community participation in development planning. This research is expected to serve as a guideline for village governments in rural development planning and to provide comprehensive insights into the importance of village government leadership and community participation optimization.

**Keywords:** leadership; community participation; engagement; cicadas village; quantitative method.

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### INTRODUCTION

Leaders play a crucial role in fostering community participation in the development and progress of a society. Community participation involves engaging in identifying problems and potentials within the community, decision-making processes in problem-solving, efforts to address issues, and their involvement in evaluating changes (Butterfoss, 2006; Innes & Booher, 2004; Lasker & Weiss, 2003). Awareness of their existence must grow within the community, as they play a role in the success of collaborative development planning with the government. In the initial stages of development processes, development planning serves as a vital guideline for the implementation of development activities. Therefore, development planning should be practical and implementable. Additionally, it should not overly regulate but touch upon all aspects of community life and adapt to surrounding changes effectively.

To achieve the best outcomes from development planning, community involvement is crucial as they are one of the most important elements in development. The involvement of the community in the planning process signifies that the government entrusts them with responsibility for the planned programs. In the village of Cicadas, development planning is deemed ineffective and inefficient due to minimal community involvement in various development planning meetings. However, community input is essential for the development planning process to

achieve the village's development goals. In these planning meetings, the role of leaders is necessary to determine the direction and policy strategies, as they explain the significance and benefits of community involvement (Bryson, 2018; Ginter et al., 2018; Irvin & Stansbury, 2004; Sanoff, 1999).

Several factors influence the level of community participation in village development, such as education, employment, age, income, communication, and leadership (Adam, 2005; Coulibaly-Lingani et al., 2011; Famakinwa et al., 2019). Village leaders are at the forefront of mobilizing, guiding, and influencing the community. A good leader prioritizes maximizing community participation to achieve societal goals fully. Thus, effective leadership distributes authority and responsibility among the community without diminishing participation and accountability to others. Village governance must influence its residents to willingly participate in achieving set goals.

In Cicadas Village, Bogor Regency, researchers identified several issues, including limited community participation throughout the stages of planning, implementation, utilization, and monitoring of development activities. However, community participation mainly occurs during activity implementation and accepting outcomes. Meanwhile, community involvement in development planning processes remains suboptimal. Consequently, development planning is perceived as uneven and off-target. The lack of community involvement, especially in evaluating implemented development programs, leads to outdated data. The functions of instruction and participation as leaders have not been effectively carried out. Additionally, village governance in executing its duties and functions has not maximized regulating, overseeing, and involving community participation.

## LITERATURE REVIEW

### Leadership

Locke (1999) defines leadership as the process of inspiring all employees to perform to the best of their abilities in order to achieve desired outcomes. Leadership is also a critical dimension that significantly determines organizational performance (Hutagaluh, et al, 2020). The essential essence of leadership lies in the effort to influence individuals to be more effective, as it can vary depending on the character, task characteristics, and those being led. Blanchard (2018); and Fry (2003) states that leadership is about guiding people to act correctly and motivating them to achieve common goals. Meanwhile, Cartwright (2013); and Chemers (2014) asserts that leadership is an individual's ability to influence others, either directly or indirectly through communication, with the aim of motivating them to comply with the leader's will. Furthermore, Chemers (2014) also discusses how one becomes a leader, which is a theory of leadership.

In this leadership context, some previous studies have propose five types of leadership with basic characteristics, as follows: a) Autocratic leadership, characterized by a selfish leader whose significant ego drives them to subjectively distort reality. b) Paternalistic leadership, a traditional form commonly found in agrarian societies. c) Charismatic leadership, possessing captivating allure. d) Laissez-faire leadership, which holds the view that organizations can function smoothly because their members are

mature in organizational matters. e) Democratic leadership, which recognizes the importance of involving both low-level leaders and members in decision-making, considering their roles crucial in determining the organization's success in achieving goals (Ahmed Iqbal et al., 2021; Amegayibor, 2018; Kadiyono et al., 2020; Sacavém et al., 2019).

The functions of leadership are relevant in various situations, including social group or organizational settings, where leadership functions are evident in the interactions among individuals (Hasan, 2023; Pogo, 2022; Sangadji, 2023). Siagian (1991) suggests that the primary operational functions of leadership include:

- a) Setting the direction for achieving organizational goals.
- b) Acting as spokespersons and representatives in external interactions.
- c) Being effective communicators.
- d) Mediating internal conflicts.
- e) Being rational, objective, neutral, and effective integrators.

In conclusion, the statement emphasizes that leaders play essential roles and carry out specific functions as part of their responsibilities. These functions encompass various aspects, including setting directions to achieve organizational goals, serving as representatives and communicators in external interactions, mediating internal conflicts, and integrating diverse perspectives to ensure rational and effective decision-making. Therefore, leaders are not merely figureheads but actively engage in tasks that contribute to the overall effectiveness and success of their organizations.

## Community Engagement

Abelson et al. (2003); and Sanoff (1999) assert that participation involves the involvement of the community in identifying potentials and issues, participating in decision-making processes, implementing decisions, and engaging in the evaluation of activities. Community participation emphasizes the direct involvement of residents in institutions and governance processes. Head (2007); and Selman (2004) argues that community participation involves the engagement of community members in development, ranging from planning to implementation at the local level. In this case, the concept of participation also includes: participation in political rights, including public policy-making, conducted systematically, as an instrument driving good governance, and capable of enhancing public trust in governance (Innes & Booher, 2004; Phillips & Orsini, 2002; Skelcher & Torfing, 2010; Wampler & McNulty, 2011).

Kready (2011) presents types of participation as follows: a. Financial/material participation, involving the contribution of wealth or money. b. Labor participation, providing physical labor contributions to activity implementation. Skill participation involves imparting skills to other community members in need. c. Idea/thought participation is contributing constructive thoughts, opinions to facilitate program implementation and development. d. Participation in policymaking, where the community is involved in every policymaking activity related to common interests.

Meanwhile, Thomas & Paul C (2008) states that there are fundamentally (four) types of community participation: a. Participation in decision-making b. Participation in implementation c. Participation in receiving benefits d. Participation in evaluation.

Based on these opinions, it is concluded that there are various types and forms of participation carried out by the community. Indicators in this research according to Armeni (2016); Council (2008); Irvin & Stansbury (2004); Paul (1987); Petts & Leach (2000) state that participation consists of four:

1. Participation in identifying issues. This typically involves determining alternatives from various ideas concerning common interests. This type of participation is crucial because the community demands involvement in determining issues, the direction, and orientation of development.
2. Participation in decision-making. This relates to determining alternative ideas, and such participation is important for the community in determining their development direction and orientation.
3. Participation in the implementation of development programs formulated in agreed-upon plans.
4. Participation in evaluation. This concerns the comprehensive implementation of programs to ascertain whether the program implementation aligns with the established plan or not.

## METHOD

The study employs a quantitative approach, specifically utilizing descriptive quantitative research, as it aims to provide an overview of the state of village governance leadership's influence on optimizing community participation in development planning. To determine the population and sample, S. Sangadji et al. (2022) defines population as the entire set of measurements, objects, or individuals under study, while a sample, as stated by S. Sangadji et al. (2022), represents a portion or subset of a population. In this study, the population comprises a total of 234 Households based on data from Cicadas Village, Bogor Regency. The sampling method employed is incidental sampling. Considering the population exceeds 100, the Slovin formula is applied to determine the sample size, resulting in 148 Households.

$$n = \frac{N}{(1 + N \cdot e)^2}$$

$$n = \frac{234}{(1 + 234 \cdot 0,05)^2} = 148$$

Information:

n: Sample size

N: Total population size

e: Significance level (0.05)

The data collection techniques used in this research, as explained by Sugiyono (2017), include observation, questionnaires, and documentation. Data analysis in quantitative research occurs after the collection of all data. The collected data undergo simple regression analysis using IBM SPSS 23.0 for Windows. The analysis includes frequency tabulation, simple regression analysis, and data quality testing. The data are analyzed using statistical tools, which include:

a. Frequency Tabulation Analysis

In-depth analysis in this study is conducted to systematically organize observations, questionnaires, documentation, and interviews. Data collected through observation,

questionnaires, documentation, and interviews are processed and analyzed using quantitative descriptive analysis techniques, aided by frequency tables and Likert scales as measurement tools (Zikmund, William G. Babin, Barry J. Carr, Jon C. Griffin et al., 2014), graded accordingly to the questionnaire questions with a 7-point scoring system.

**b. Simple Regression Analysis**

Simple regression analysis is based on a functional relationship. According to Sugiyono (2017), the formula is  $Y' = a + bX$ . The accuracy of the simple regression function in estimating actual values can be measured by the goodness of fit. Statistically, this can be measured by the t-statistic and the coefficient of determination. The t-statistic test indicates how much individual independent variables explain the variation in the dependent variable. The significance of the t-value is determined by comparing it to the critical region (where  $H_0$  is rejected), typically at a significance level of 0.05 ( $\alpha = 5\%$ ) or comparing the calculated t-value to the t-table. If the calculated t-value is  $< 0.05$  or if the calculated t-value  $> t$ -table, the hypothesis is accepted. The coefficient of determination is used to measure the model's ability to explain the variation in the dependent variable, with values ranging from zero to one.

**RESULT AND DISCUSSION**

The research begins with an analysis of the frequency distribution of each research variable, including both leadership and community participation variables. The results of this analysis are as follows:

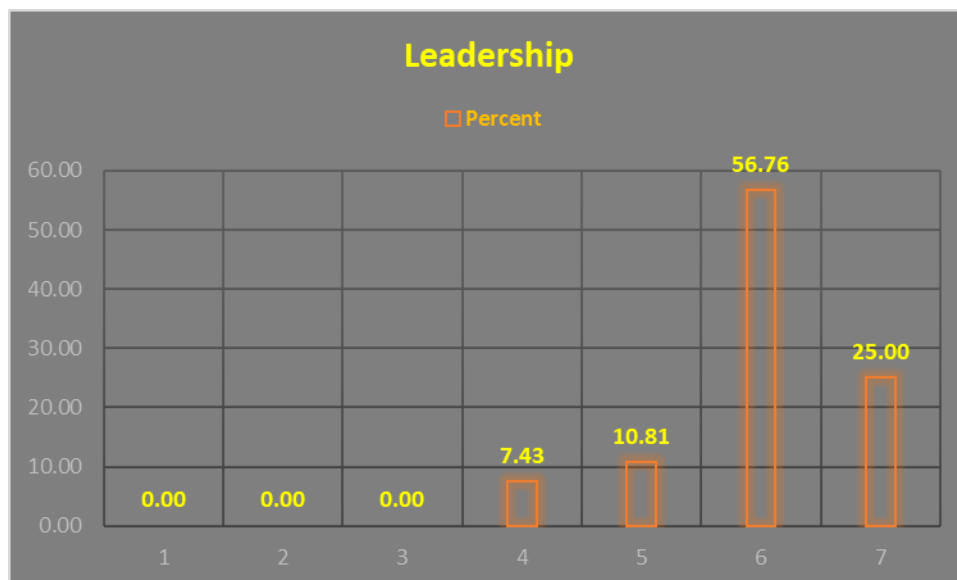


Figure 1. The frequency distribution of leadership variables.

The data depicts a distribution of frequencies for the variable of leadership. Notably, there are no instances recorded for levels 1, 2, and 3, which collectively account for 0.00% of the total. However, levels 4, 5, 6, and 7 exhibit varying frequencies. Level 4 shows a frequency of 11, constituting 7.43% of the total. Level 5 demonstrates a slightly higher frequency of 16, representing 10.81% of the total. Level 6 emerges as the most prevalent category with a frequency of 84, comprising 56.76% of the total. Level 7 follows with a frequency of 37, making up 25.00% of the total.

Thus, this distribution provides insight into the prevalence of different levels of leadership within the observed dataset, with level 6 being the most dominant.

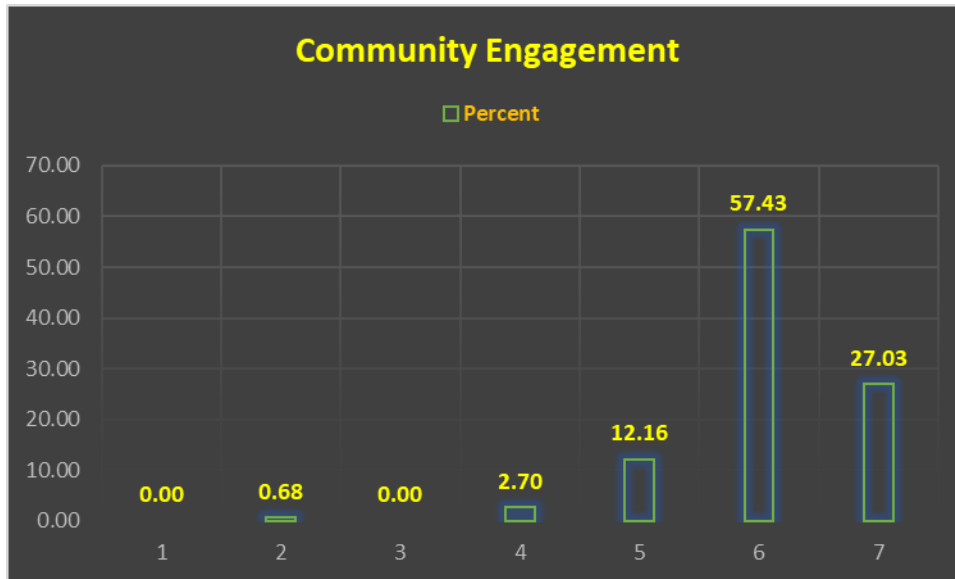


Figure 2. The frequency distribution of community engagement variables.

The data presented in the frequency distribution of community engagement variables indicates varying levels of participation among the sampled population. Notably, the majority of respondents, comprising 57.43%, fall into the category of level 6 participation, suggesting a considerable degree of involvement. Meanwhile, 27.03% of respondents are categorized as level 7 participants, indicating a significant but slightly lower level of engagement compared to level 6. Level 5 participants constitute 12.16% of the sample, reflecting a moderate level of community involvement. Level 4 participants, with a frequency of 4 respondents, account for 2.70% of the total, indicating a relatively low level of participation. Interestingly, level 2 participants represent a small fraction, with only 0.68% of respondents demonstrating minimal engagement. Notably, there are no respondents falling into level 1 or level 3 participation categories. Overall, the data underscores a predominantly high level of community engagement among the sampled population, particularly at levels 6 and 7, suggesting an active and participatory community.

After analyzing the frequency distribution of leadership/community participation variables, it becomes evident that understanding the distribution patterns is crucial for comprehending the dynamics of community involvement. This analysis provides valuable insights into the prevalence and spread of leadership qualities and community engagement levels within the studied population. These findings serve as a foundational understanding before delving into the examination of the specific influence of leadership on community participation. The measured results of leadership's influence on community participation are as follows:

Table 1. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.588 <sup>a</sup>	.345	.341	1.83322

a. Predictors: (Constant), Leadership

The model summary presents an overview of the measurement of leadership's influence on community participation. The coefficient of determination (R Square) indicates that approximately 34.5% of the variability in community participation can be explained by the leadership variable in the model. The adjusted R Square, which accounts for the number of predictors in the model, remains at 34.1%, suggesting that the model adequately fits the data. The standard error of the estimate is approximately 1.83322, indicating the average deviation of the observed values from the predicted values by the model.

Table 2. Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.139	1.165		6.988	.000
	Leadership	.564	.064	.588	8.778	.000

a. Dependent Variable: Community Participation

The regression analysis results indicate that there is a significant relationship between leadership and community participation. The coefficient for leadership (B = 0.564,  $p < .001$ ) suggests that for every one-unit increase in leadership, there is an estimated increase of 0.564 units in community participation. This relationship is statistically significant, as indicated by the t-value of 8.778 ( $p < .001$ ), indicating that the effect of leadership on community participation is unlikely to be due to random chance. Furthermore, the standardized coefficient (Beta = 0.588) indicates that leadership has a moderate positive effect on community participation, suggesting that leadership plays an important role in influencing the level of community involvement.

## CONCLUSIONS

Based on the results and discussion, it can be concluded that the simple regression analysis using IBM SPSS 23.0 for Windows application yielded a t-value of 8.778 with a significance value of  $0.000 < 0.05$ . Thus, the null hypothesis ( $H_0$ ) is rejected, and the alternative hypothesis ( $H_1$ ) is accepted, indicating a significant effect between leadership variables (X) and community participation variables (Y) in Desa Cicadas, Bogor Regency, amounting to 34.5% with a good category. The better the leadership of the village government, the higher the level of community participation in Desa Cicadas, Bogor Regency. The managerial implications of the outlined findings are as follows. Firstly, these findings indicate that investing in enhancing leadership capabilities within village governments substantially can positively impact community participation levels. Therefore, local governments in Cicadas Village, Bogor Regency, should prioritize leadership development programs aimed at empowering and

enabling village leaders to effectively engage and mobilize their communities. Furthermore, understanding the strong relationship between leadership quality and community participation will provide valuable insights for policymakers and stakeholders involved in rural development initiatives. This underscores the importance of integrating leadership training and capacity-building measures into broader community development strategies to foster sustainable growth and empowerment at the local level. Additionally, these implications not only apply to Cicadas Village but also serve as a model for other rural areas seeking to enhance community involvement and citizen engagement through effective leadership practices.

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