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The (Un)Importance of Longer Tenured and Transformational Leader Toward Performance

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ABSTRACT

This research uses the theory of transformational leadership to check the assumption that village decentralization requires visionary leaders to optimize village potential which often still faces a situation of 'still not being optimally explored'. In addition, using upper echelon theory, transformational leaders are expected to make the village government's performance run well. This research contribute to the village governance research through: (1) developing a theoretical foundation for examining transformational leadership issues and tenure scenarios; (2) improving village performance measures that are relevant to current conditions and (3) presenting empirical evidence that supports this theoretical basis. Using path analysis with AMOS 22, it can be concluded that all hypothesis is accepted except the tenured cannot moderated the relationship between transformational leadership and village head performance.

Keywords: transformational leadership, BPD performance, tenured, village head performance

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INTRODUCTION

Research on the performance of village decentralization has been widely conducted although it has not been able to provide strong support for the promises of decentralization (Malesky & Hutchinson, 2016). The performance of village decentralization has not yet shown the results as expected (Simanjuntak, 2015). Various deviant acts are still found such as financial fraud (Iqbal, 2022; Pamungkas et al., 2020; Wijayanti & Hanafi, 2018), violations of power (Aminudin, 2019; Simanjuntak, 2015), and other forms of deviant behavior in the implementation of village decentralization. The issue of village performance which is still "questionable" becomes even more dilemmatic when this situation actually includes the term of office of the village head ending with the decision to extend it from 6 years to 8 years. The assumption that the length of a person's term of office will increase knowledge, understanding of the situation, and maturity of decision making (Harahap, 2019; Wijaya et al., 2022) is a rational reason for extending the term of office. There is an opinion that extending the village head leadership period will result in political cost efficiency and increase the effectiveness of the village head's program (CNN Indonesia, 2023; Solichah, 2023). However, this still needs to be proven empirically as found by Sofyani et. al (2023) that his status as an elected village head for 2 terms (incumbent) actually led to corruption in funding the village head election campaign. Corruption is carried out in the form of embezzlement

of village funds, village-owned enterprise funds, and the establishment of fictitious villages. Researchers have discussed this idea a lot in discourse as well as legal research and scientific studies (Luthfy, 2019; Pribadi, 2023; Warsudin & Hamid, 2023). However, academic thinking needs to be supported through research regarding the effectiveness of extending the leadership period. Therefore, this research uses the analogy of leadership in companies to reveal the impact of length of tenure on performance quality (Huang & Hilary, 2018; Natonis, 2019; Sun & Bhuiyan, 2020).

Similar research has been carried out at a higher level of government, namely local government. The results of their study show that the longer the leadership period of regional leaders, the better the regional financial performance (Pahlevi & Setiawan, 2017; Pratiwi & Aryani, 2016; Tama & Adi, 2018). They used Upper Echelon Theory to find justification for increasing performance and found that competence, experience, commitment, managerial skills and political support were determinants of improving the performance of regional heads (Ansori & Ali, 2017; Mahardini & Doddy Setiawan, 2022; Pahlevi & Setiawan, 2017).

Previous research measured village government performance using various approaches that did not refer to government regulations, such as previous research using the balanced score card approach (Astawa & Dewi, 2020; Gunawan, 2009), value for money (Marâ & Khoiriawati, 2022), and data envelope analysis (Putra & Maulidasari, 2019). In fact, the performance of the village government has been explicitly regulated in the assessment guidelines. This means that what the researchers measure is not in line with the concerns of village leaders because it is not a measuring tool for their performance. Therefore, this research uses performance measurements based on assessment guidelines so that the results of this research can provide relevant input for central and regional governments in managing village performance.

This research model carries the theory of transformational leadership as an explanatory variable for village performance with the assumption that village decentralization requires visionary leaders to optimize village potential which often still faces a situation of 'still not being optimally explored'. By considering the polemic of a longer leadership period, transformational leaders are expected to make the village government's performance run well. This research fills research gaps through: (1) developing a theoretical foundation for examining transformational leadership issues and tenure scenarios; (2) improving village performance measures that are relevant to current conditions and (3) presenting empirical evidence that supports this theoretical basis.

Previous studies define performance as the extent to which a person has played his part in implementing the organization's strategy, either in achieving specific targets related to the individual's role and/or by demonstrating competencies that are stated to be relevant to the organization (Harsuko, 2011). Performance is a condition that must be known and confirmed to certain parties to determine the level of achievement of an agency's results related to the vision carried out by an organization as well as knowing the positive and negative impacts of an operational policy (Panggabean, 2019). The performance of leaders in villages is influenced by the geographical location of the village, where the village is a hotbed of natural potential but often escapes monitoring and thus often threatens the sustainability of the environmental ecosystem. How the leader's role carries out environmental management functions is a key factor in strategic decision-making (Chen & Chang, 2013; Liao & Zhang, 2020).

However, previous studies show that village government performance often focuses only on improving financial aspects and short-term oriented service performance (Siahay & Rofiaty, 2014; Zulu, 2009). In fact, the government uses village performance assessment guidelines in the form of the Village Index, which is a single measurement that considers six dimensions, namely Basic Services, Social, Economic, Environmental, Accessibility, and Village Governance. This measurement is in line with the implementation of equitable development in the National Long Term Development Plan (RPJPN) 2025-2045 which mandates resolving inequality to achieve the Golden Indonesia Vision 2045.

Different from the village government performance construct of previous researchers, this concept is comprehensive because it takes into account the village government's efforts towards an established and independent village. These efforts require a sustainable and integrated development framework such that social, economic, and ecological aspects become forces that complement each other and maintain the Village's potential and capabilities in the welfare of Village communities even at the state level. These three aspects are dimensions that strengthen the process and achievement of development goals and empowerment of Village communities so that the practice of policies and activities for development and empowerment of Village communities must produce equality and justice, be based on and strengthen local and cultural values, and be environmentally friendly by managing potential. natural resources in a good and sustainable manner (Director General of PDP, Ministry of Villages, PDTT, 2023). This issue is important because previous research has noted a decline in the quality of natural life and the environment as a result of development in various agricultural countries (Duveiller et al., 2008; Roggeri et al., 2010).

Existing research on village performance discusses various aspects of village heads' managerial abilities from planning to evaluation, but village characteristics are unique. It is not uncommon for a leader to be a figure who becomes a figure not only because of his managerial abilities but rather a vision for the future that often emerges in someone with his knowledge of the village and his love for the village. These two things will create a vision for the future to make the village more advanced and prosperous. The unique complexity of the village is characterized by technology and modernization that is relatively behind the government above, the demographic condition of the population with secondary school education, a social environment that is still close and local values are still firmly held (references). These characteristics become great capital if directed by leaders who are able to mobilize village communities to have a future vision towards an independent, prosperous and sustainable village. Therefore, this research hypothesis is based on the argument above as follows:

H1: Transformational leadership influences village government performance

The theoretical foundation was developed by integrating leadership theory literature and upper echelon theory developed by previous researchers (Hambrick & Mason, 1984). According to this theory, the organization is a reflection of its top managers, so to identify the performance of village leaders in carrying out their duties, they must consider the relationship between the individual, the organization and the environment. The research model constructed by Hambrick and Mason attempts to explain executive constraints. First, the length of the leadership period is accompanied by an increase in the complexity of organizational problems, thus, there is an interaction between the dominant life cycle problems and the characteristics of the upper echelons (Bryant & Thomson, 2021). Thus, forward-looking leadership is needed to be able to read increasingly complex problems. Second, the long journey of an executive is often influenced not only by factors such as age, education, and socioeconomic history but also by the experience gained from several top management positions previously held (Custódio et al., 2019). The track record of organizational leaders will hone their thinking power and predictive power for the future. Third, values include a certain amount of "openness"—the ability to see, hear, learn, and adapt to changing dominant issues (Wang et al., 2017). This openness variable is closely related to the amount of dogmatism and authoritarianism of organizational leaders. Therefore, this research hypothesis is based on the argument above as follows:

H2: Transformational leadership moderated by tenure strengthens its influence on village government performance

Based on the above hypotheses, the research method is shown in Figure 1.

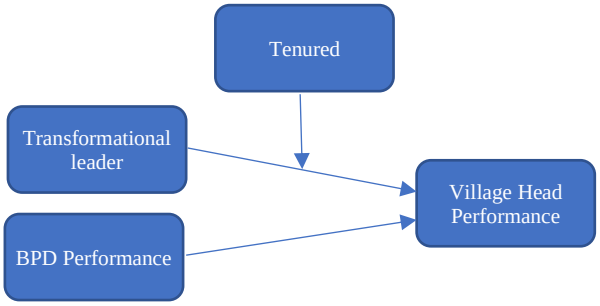

Figure 1. Research Model.

METHOD

This research is associative in nature, that is, it aims to determine the degree of relationship and pattern/form of influence between two or more variables. Through this research, a theory will be built that functions to explain, predict and control a phenomenon. Researchers conducted research in Blitar Regency, one of the regions in Indonesia that has quite slow growth, but actually has great natural potential (Pradeta & Kurnia, 2019). The economic structure of Blitar Regency is dominated by the Agriculture, Forestry and Fisheries sectors which account for 33.08 percent or one third of their economy. It turns out that the large natural potential has not been able to boost the economy of Blitar Regency, so statistical data shows that growth has contracted by only 2%, while the national average growth is 7%. The distribution of questionnaires was carried out in all sub-districts in Blitar Regency to all village heads through the assistants of each village, so that the total number of questionnaires distributed was 220. The research started from April to October 2023.

The research instrument was developed by researchers referring to regulations related to village head performance assessment and sustainability issues. So the indicator variable for the village head's performance consists of (1) preserving local culture and heritage; (2) management of natural resources and the environment; (3) positive economic impact; (4) village infrastructure and facilities; (5) safety and security; (6) increasing human resource capacity; (7) overall village community satisfaction. Testing the validity and reliability of research instruments needs to be carried out so that the instruments are more accurate and trustworthy. The number of samples used to test validity and reliability were all research respondents. Validity and reliability calculations were carried out with AMOS 22 software.

The validity test is used to determine the similarity between the data collected and the data that actually occurs on the object under study so that valid research results can be obtained. A valid instrument means that the measuring instrument used to obtain data (measure) is valid. Valid means that the instrument can be used to measure what it should measure (Sugiyono, 2007). To measure the validity of the questionnaire given to respondents, Confirmatory Factor Analysis (CFA) was used.

Validity testing using confirmatory factor analysis was carried out to test the unidimensionality of the dimensions forming each latent variable. The validity of an indicator can be declared valid if the indicator used can measure a particular construct if the critical ratio (CR) of the regression weight shows a value above 2.0 with a p-value smaller than 0.05 (Ghozali, 2012).

Reliability testing is used to test whether a research instrument can demonstrate its ability to measure without error and the results are always consistent (remain the same), even though they are used by other people or in other places to measure the same thing (Sugiyono, 2007). The reliability test in this research was carried out by looking at the construct reliability value in SEM which was obtained using the formula from (Ghozali, 2012). A research instrument is declared reliable if the acceptable limit value for the level of reliability is construct reliability > 0.7. Meanwhile, a reliability of 0.6 – 0.7 is still acceptable (Ghozali, 2012).

Evaluation of model suitability through review of various Goodness-of-fit criteria, among others (Ghozali, 2012):

a. Chi-square statistic, the model being tested is considered good if the Chi-square value is low A low and insignificant value is expected so that the null hypothesis is difficult to reject and the basis for acceptance is probability with a cut-off value of $p \geq 0.05$ or $p \geq 0.10$
b. Goodness-of-fit Index (GFI) and Adjusted Goodness-of-fit (AGFI)
This index calculates the weighted proportion of the variance in the sample covariance matrix that is explained by the estimated population covariance matrix GFI, which is a non-statistical measure that has a value range between 0 (poor fit) to 1.0 (perfect fit). A high value (> 0.9) is "better fit".
c. Tucker Lewis Index (TLI)
TLI is an alternative incremental fit index that compares a model being tested against a baseline model. The recommended value for accepting a model is ≥ 0.95 (Ghozali, 2012) and a value close to 1 indicates a very good fit.
d. Root Mean Square Error of Approximation (RMSEA)
RMSEA, is an index used to compensate for the chi-square statistic in large samples, and shows the expected goodness of fit in population estimates. The RMSEA value = 0.08 is an acceptable index for the model which reflects a close fit model based on degrees of freedom.

RESULTS

As a result of distributing the questionnaires, not all of them were willing to return the questionnaires and not all of the questionnaires received back could be processed due to incomplete answers to the questionnaires. Of the 220 questionnaires distributed, 102 village heads returned questionnaires, but only 90 questionnaires were filled in completely with the following demographics.

Table 1. Head of village demography based on age and gender

Age (years)	*Male*	*Female*	*Total*
>55	27	0	27
45-55	22	3	25
35-45	26	5	31
<35	3	0	3

Based on Table 1, it is known that the respondents were dominated by males, as many as 91% of village heads with the majority aged over 55 years. Female respondents were less than 10% and were aged 35 to 55 years.

The distribution of respondents in terms of education level and incumbent status is as in Figures 1 and 2 below.

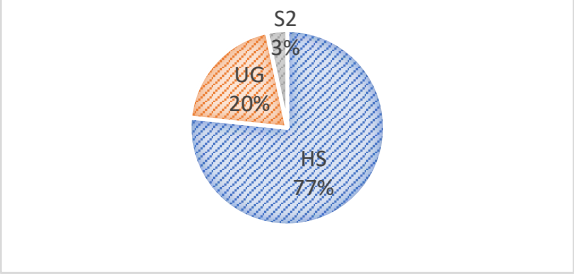

Figure 1. Respondent's education

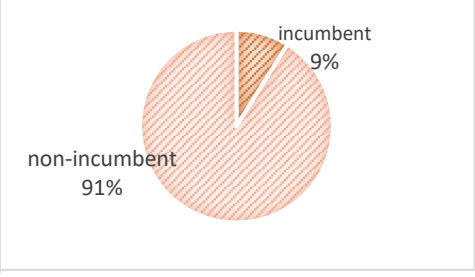

Figure 2. Incumbent status

Most of those who hold the position of village head in Blitar Regency have a high school (HS) education (compared to undergraduate (UG)) and are non-incumbent. The data shows that 91% are village heads who have only led one term. Thus before testing the hypothesis, validity and reliability testing is carried out to ensure that the data obtained can be used for the analysis process as seen in table 2.

Table 2. Head of village demography based on age and gender

Variable	*Loading factor*	*CR*	*AVE*
KI-VI	0.728-0.802	0.881	0.597
KI-KE	0.746-0.790	0.812	0.590
KI-EK	0.671-0.770	0.766	0.522
KI-SII	0.720-0.863	0.841	0.639
KI-PPI	0.705-0.797	0.807	0.583
KI-PP	0.702-0.784	0.779	0.540
KI-PIN	0.740-0.825	0.837	0.632
KBPD1	0.746-0.735	0.776	0.535
KBPD2	0.733-0.721	0.762	0.527
KPD	0.763-0.712	0.835	0.541

Validity assessment is carried out by looking at the loading factor value of each question item used in the research. It is declared valid when the Loading Factor value is more than 0.5 (Ghozali. 2005). From the table above, the sub-variables in transformational leadership have Loading Factor values ranging from 0.705 to 0.763, indicating that all items from this variable are valid. The BPD performance variables have Loading Factor value ranging from 0.746 to 0.721, indicating that all items from this variable are valid. The village government performance variable has a Loading Factor value ranging from 0.763 to 0.712, indicating that all items from this variable are valid. Overall, the data obtained in this research can be declared valid

Reliability is seen through the CR and AVE values. To be said to be reliable, the value obtained for CR must be equal to or more than 0.7 and AVE equal or more than 0.5. The transformational leadership variable has a CR value of 0.766-0.841 and an AVE value of 0.522-0.632, indicating that the question items for this variable are reliable. The BPD performance variables have CR value of 0.776 and 0.762 with AVE value of 0.535 and 0.527, indicating that the question items for this variable are reliable. The village government performance variable has a CR value of 0.835 and an AVE value of 0.541, indicating that the question items for this variable are reliable. Overall, the data obtained in this study is reliable.

From data that has been tested for validity and reliability, a normality test needs to be carried out. The normality test was carried out using AMOS, by looking at the results in Table 3 below. Looking at Table 3, we can see the results of the research data normality test using AMOS which uses the kurtosis value for each variable used (Stevens, 2012). In this study, the kurtosis value for the three variables is of concern to determine whether the data is normal or not. If the Kurtosis value is greater than 3.0, it indicates that the variable is not normally distributed (Westfall & Henning, 2013). By looking at the table above, we cannot find the kurtosis value for each variable above 3.0. It can be concluded that this research data meets the normal criteria.

From Table 4 you can see the Model Fit test to be able to conclude whether this research meets the fit model, as seen from the indicators: CMIN/DF, GFI and AGFI, TLI, and RMSEA. For the CMIN/DF value, it can be said to be an acceptable fit when the value is below or equal to 3. The test results in this study show the CMIN/DF value is 1.407, so it can be said to meet the fit model. For the GFI and AGFI values, the closer the value is to 1, the better and closer to the perfect fit value. The test results in this study show that the GFI value is 0.793 and the AGFI value is 0.762, so the values can be said to meet the

fit model. The TLI value is also the same as the GFI and AGFI assessments, the closer to number 1 the better, with a value of 1 representing a perfect fit. The test results in this study show a TLI value of 0.860, so it can be said to meet the model fit. For the RMSEA value, a value above 0.05 can be assessed as a reasonable fit, which in this study has a value of 0.079. So overall this research can be assessed as meeting the criteria for a fit model.

Table 3. Normality tests

Variable	*min*	*max*	*skew*	*c.r.*	*kurtosis*	*c.r.*
KB7	1.000	5.000	-.580	-1.925	-.672	-1.115
KB6	1.000	5.000	-.583	-1.933	-.293	-.485
KB5	1.000	5.000	-.516	-1.711	-.583	-.967
KB4	1.000	5.000	-.668	-2.214	-.251	-.416
KB1	1.000	5.000	-.550	-1.824	-.429	-.711
KB2	1.000	5.000	-.332	-1.101	-.738	-1.224
KB3	1.000	5.000	-.322	-1.067	-.625	-1.037
KT22	1.000	5.000	-.427	-1.417	-.876	-1.452
KT21	1.000	5.000	-.519	-1.722	-.542	-.899
KT20	1.000	5.000	-.411	-1.364	-.446	-.740
KT19	1.000	5.000	-.392	-1.300	-.816	-1.353
KT1	2.000	5.000	-.323	-1.071	-1.063	-1.762
KT2	1.000	5.000	-.330	-1.093	-.782	-1.296
KT3	1.000	5.000	-.551	-1.827	-.409	-.678
KT4	1.000	5.000	-.424	-1.407	-.501	-.831
KT5	1.000	5.000	-.473	-1.568	-.354	-.586
KT6	1.000	5.000	-.270	-.896	-.651	-1.080
KT7	1.000	5.000	-.400	-1.326	-.618	-1.026
KT8	1.000	5.000	-.511	-1.696	-.262	-.434
KT9	1.000	5.000	-.190	-.632	-.569	-.943
KT10	1.000	5.000	-.691	-2.292	.058	.097
KT11	1.000	5.000	-.365	-1.210	-.558	-.926
KT12	2.000	5.000	-.114	-.379	-1.080	-1.791
KT13	1.000	5.000	-.633	-2.098	-.515	-.854
KT14	1.000	5.000	-.581	-1.928	-.260	-.431
KT15	1.000	5.000	-.565	-1.873	-.808	-1.339
KT16	1.000	5.000	-.390	-1.293	-.551	-.914
KT17	2.000	5.000	.056	.184	-.669	-1.110
KT18	2.000	5.000	-.435	-1.443	-1.074	-1.782
KPD6	4.000	10.000	.185	.612	-1.180	-1.957
KPD5	5.000	10.000	.416	1.379	-1.050	-1.742
KPD4	5.000	10.000	.006	.020	-.908	-1.505
KPD3	5.000	10.000	.362	1.199	-1.071	-1.775
KPD2	4.000	10.000	.056	.185	-.999	-1.656
KPD1	4.000	10.000	.132	.439	-.962	-1.595
Multivariate					28.437	2.150

Table 4 below describes the result of model fit test.

Table 4. Model fit tests

Criteria	*Accepted Fit*	*Results*	*Conclusion*
CMIN/DF	< 3=acceptable fit	1.407	Model Fit
GFI	1 = perfect fit	0.793	Model Fit
AGFI	> 0.9=acceptable fit	0.762	Model Fit
TLI	1 = perfect fit	0.860	Model Fit
RMSEA	< 0.05 = reasonable fit	0.079	Model Fit

The results of data processing using AMOS can be seen in Figure 3 below.

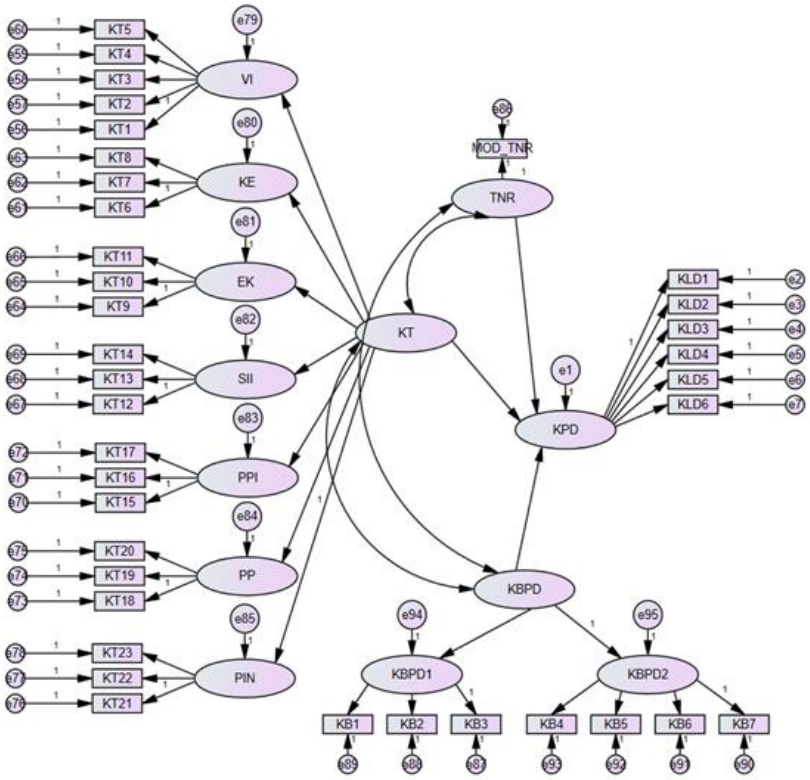

Figure 3. Output of path analysis using AMOS 22

Hypothesis testing is then carried out based on the path analysis above using AMOS, and the results can be seen from the estimate section. The test results can be seen in Table 5. By looking at Table 5, the results of this research hypothesis testing can be seen. To see whether the proposed hypothesis is accepted, we can look at the P value in the table. If the P value is less than 0.05, then the hypothesis is accepted.

Table 5. Hypothesis tests

Hypothesis			*Estimate*	*S.E.*	*C.R.*	*P*	*Conclusion*
KT	→	KPD	0.299	0.144	2.071	0.038	Significant
VI	→	KT	0.903	0.119	7.561	0.000	Significant
KE	→	KT	0.718	0.116	6.163	0.000	Significant
EK	→	KT	0.713	0.117	6.112	0.000	Significant
SII	→	KT	1.059	0.139	7.594	0.000	Significant
PPI	→	KT	0.785	0.113	6.934	0.000	Significant
PP	→	KT	0.903	0.119	7.561	0.000	Significant
PIN	→	KT	0.729	0.118	6.184	0.000	Significant
KBPD1	→	KPD	0.270	0.153	1.771	0.027	Significant
KBPD2	→	KPD	0.655	0.121	5.437	0.000	Significant
TNR	→	KPD	0.002	0.001	1.903	0.057	Not Significant

This research has 2 hypotheses that are tested. The first hypothesis is that transformational leadership influences village government performance. H1 has a P value of 0.038, so H1 is accepted. The second hypothesis is that incumbent status moderates the relationship between transformational leadership and village government performance. H2 has a P value of 0.057, so H2 is rejected.

The relationship between performance and village government performance is not hypothesized because it serves as a control in the model. The results also show a P value of 0.027, so

this research can show the influence of BPD performance on village government performance. This research successfully supports previous research that village supervisory organs have a positive influence on village performance. Likewise, the results of testing the village head's leadership influence the performance of the village government. However, this research fails to prove that the incumbent status of the village head moderates the relationship between the village head's transformational leadership and the performance of the village government.

DISCUSSION

The results of this research indicate that the performance of the Village Consultative Body (BPD) influences the performance of village government in Blitar Regency. BPD performance is seen through the implementation of its role, namely as supervisor and facilitator. As a body with a strategic role, BPD can be an important foundation for ensuring that village government administration is in favor of the interests of village communities (Werenfridus et al., 2021). BPD can ensure that existing village funds are used on target according to community needs. Through effective BPD performance, village officials can understand social dynamics and community needs, and provide appropriate direction to the village head and his staff in designing and implementing relevant and useful policies. Optimal BPD performance can have an impact on village performance (Afifah & Nuswantara, 2021; Werenfridus et al., 2021).

Transformational leadership theory has been proven to be able to carry a vision forward and internalize it in village communities, resulting in good village performance. The character of the village community which requires motivation and vision from a strong leader has led to good cumulative village performance. This transformational leadership is formed by elements of recognition and appreciation which are very strong in characterizing the village head's leadership. These results provide reinforcement that transformational village heads have the power to provide recognition and appreciation to village residents for their achievements, good performance, accomplishments, and appreciation for the efforts they make.

Vision and inspiration, example and ethics, empathy and communication, intellectual stimulation and innovation, individual empowerment, and development, recognition and appreciation, as well as changes and initiatives carried out by the village head in carrying out his role to serve the village, must be realized in constructive village programs. The absence of a formal village government vision which is often biased due to political factors can be corrected with this transformational leadership. A transformational leader will not be fixated on routine matters but will form a culture that is proactive and oriented towards community service (Sari et al., 2021). They will create an environment where village staff and officials, as well as village communities have the opportunity to develop (Safaruddin et al., 2023). Through this, the efficiency of village services will be better and response to community needs will be faster.

Village heads who implement transformational leadership have a perspective that goes beyond just administration, but how the community in the village can be empowered. This allows residents to have active participation in decision-making in village development. A closer relationship exists between village government officials and residents, which will then influence village community satisfaction with the village head's leadership. By focusing on a shared vision, community empowerment, and active involvement of village residents, transformational leadership can be a force in improving village government performance.

The results of this research also provide an interesting picture of dynastic politics in Indonesia which is still widespread from the center to the lowest level, namely the village. These results indicate that the length of a village head's term of office, namely more than 1 period, does not moderate the relationship between transformational leadership and village performance. This shows that both incumbent and non-incumbent village heads carry out their functions with a transformational

leadership approach in the same way in providing services to village communities. There is previous research which shows that the length of a person's term of office is closely related to dynastic politics (Purwaningsih & Widodo, 2020). This shows that village heads who carry out transformational leadership will remain consistent in using the basics of transformational leadership and vice versa. Leadership in the second period of the village head is not a determining factor that strengthens the village head's leadership because there are no elements of competence, knowledge, or managerial ability which should be important intellectual capital for the development of a village.

These results provide an interesting message to the voting public not to be 'fooled' by dynastic politics because it will be a big loss even for transformational leadership. The potential to improve performance over a longer period has to be paid for by stagnating performance growth. The opportunity for leverage did not materialize, so it is important to review the extension of the village head's leadership period. The idea of cutting political costs by extending the duration of leadership is not an idea supported by the results of this research. Dynastic politics is not a mistake, but incompetent leadership must be ended immediately and is a more important issue. Therefore, the researcher provides insight to future researchers to study periodization not on the length of the leadership period but on the duration of one period to improve the results of this research. In this way, the issue of the length of the leadership period can be answered firmly.

CONCLUSION

Transformational leadership research is not a new idea, but it is increasingly important in an era of wide central-regional disparities. This research implication is that transformational leadership will provide air for village communities to achieve a vision for the future, but it is important to remember that dynastic politics can be wasteful if incompetent leaders will only continue a succession without building a vision for the future. Therefore, this study is expected to be a means of education for the voting community to mature in their political decision-making, consider the government in reviewing village leader election policies in creating good village governance, and become part of self-evaluation for village heads in carrying out their vision. Future researchers can take part by refining research on leadership theories that are most appropriate to this era at the village level, especially with the increasing authority of villages and with the development of information technology which is increasing the gap between villages and the government above them.

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