

CHAPTER I

INTRODUCTION

1.1 Background of The Study

Society's existence is strongly influenced by various changes around the continuous growth of society can make people realize the importance of creating changes in life in the dynamics of life, people risk stagnation of saturation if they do not make changes in life. Changes in society occur due to external influences, which encourage people to follow these changes, either consciously or unconsciously Goa (2017) Without change, the community will find a difficult to develop its potential, which in turn can lead to decreased productivity The inability to adapt to changes in development makes people lose their competitiveness.

Changes in development that occur in society are primarily an alternative to sustainable national development. National development is a strategic agenda that must be implemented by the Indonesian people to achieve the national goals stated in the preamble of the 1945 Constitution (Tamianingsih & Eprilianto, 2022). This development covers various aspects of life, including social, economic, cultural, and environmental aspects that experience various dynamics and transformations evolve. According to Romli (2017) Implementation of National development is designed thoroughly and evenly throughout Indonesia, so that all levels of society can benefit from it as a form of improving the quality of life. Following with the ideals of Indonesian independence.

National development is not only oriented towards macro-level achievements, but also ensures that small areas also feel the positive impact of development programs. Currently, national development is sustainable, namely in the community based tourism sector (Suta & Mahagangga. 2018). According to Yakup & Haryanto (2019), tourism is the most important factor in driving and growing the Indonesian economy rapidly, both through the production and consumption of goods and services, as well as in attracting investment. The development of the tourism sector mainly plays an important role in regional income foreign exchange and national income as a form of post-pandemic economic recovery (Priambodo 2022). These revenues are obtained by developing the region in the tourism sector which is supported by an increase in the number of arrivals of foreign tourists (foreign tourists) and domestic tourists (domestic tourists) in the region

East Java Province is one of the areas that has great potential as a tourist destination that has shown significant growth in the number of tourist visits According to data from the Central Bureau of Statistics of East Java Province, the development of foreign tourist visits and domestic tourists in East Java is shown in the table below :

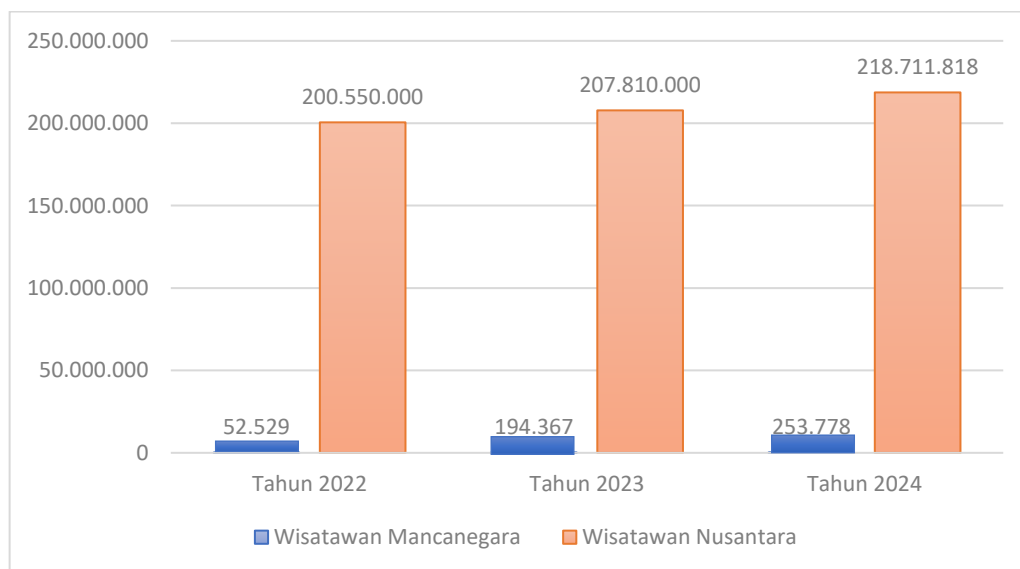


Figure 1. 1 Development of International and Domestic Tourist Arrivals in 2022–2024

Source : Badan Pusat Statistik Provinsi Jawa Timur, 2024

Based on this table, East Java Province has recorded significant growth in the last three years in the number of visits by foreign tourists and domestic tourists. It can be seen that foreign tourist visits are in the hundreds of thousands of people while domestic tourists are in the hundreds of millions of people. Tourists visit many leading tourism destinations in East Java Province, such as in Probolinggo Regency, Malang Regency, Batu City, Malang Regency, Banyuwangi Regency, Pasuruan Regency, and Surabaya City, which are chosen by domestic and foreign tourists for traveling (Humas Kominfo 2024). This reflects the increasing attractiveness of tourist destinations in the East Java Province region, which can show the strengthening of its competitiveness at the global level. The number of visits, which continues to increase, shows the great potential of East Java as an

attractive tourism destination in Indonesia and can improve the economy of the community

Surabaya City as the capital city of East Java Province is crucial in the development of tourism in the East Java region, because it can support the economy significantly with economic activities in trade and services (Agustin, 2021). Surabaya is a tourist destination that has an attraction for domestic and foreign tourists, supported by the existence of distinctive culture and arts that are still unique As the second largest city in Indonesia. Surabaya offers various attractions for tourists including natural tourism, historical tourism, culinary tourism, heritage tourism, religious tourism and cultural tourism What drives the existence of various tourist attractions in Surabaya is that the city offers a variety of unique attraction and tourism experiences which are different from other locations These destinations include historical colonial buildings magnificent mosques with charming architecture and a variety of culinary specialties This diversity of tourist destinations shows that Surabaya City has significant potential in the tourism sector by continuing to innovate in the development of new tourism concepts, one of which is thematic villages.

Thematic villages in Surabaya are areas developed by the community for the community with a specific theme, which includes local potential, culture, history, and community creativity. Surabaya City Government has made a city regulation Surabaya Number 4 of 2021 concerning the Regional Medium-Term Development Plan (RPJMD) of Surabaya City for 2021-2026 which is the development of historical tourism, city tourism and MICE based on community

empowerment In this case the Surabaya City Culture Youth and Sports and Tourism Office carries a program, namely increasing the attractiveness of tourism destinations Thematic villages in Surabaya are present as a form of implementation of the program so that thematic villages are divided into three categories, namely Kampung Unggulan, Kampung Wisata, and Kampung Ekologi, each of which has its characteristics and advantages (Khairurizqi, 2024).

The development of thematic villages in Surabaya involves the active participation of the local community as the main driving subject. In this case, good leadership is needed from community leaders in order to recognize the potential that can be developed in the urban village The role of leadership is considered very important in generating active community participation in thematic village development, because leadership has an effect of 27.9% on community participation (Rahmahayati & Lestari, 2020). According to Pramudyo (2013), a leader is an individual who is able to provide inspiration through a clear vision of better ways to carry out a task A leader can be measured by his ability to influence others with his charisma, as well as his ability to manage various situations and conditions he faces in the surrounding environment (Suherman, 2019). It reflects strong interpersonal skills, where the leader not only communicates clearly to others, but also listens and understands the needs and aspirations of his team. This is important to maintain the trust and loyalty of team members, as they feel heard and valued In addition,

leaders also have expertise and a sense of responsibility for the work delegated to them and have their own characteristics in their leadership.

Leadership is the ability to influence the behavior of individuals or groups so that they are willing to follow and implement the decisions of an organization that are set for the goals to be achieved (Atmodjo, 2024). The ability of a leader to influence others depends not only on charisma, but also on competence effective communication, and the ability to make the right decisions Characteristics that must be possessed by a leader such as the ability to make firm and accurate decisions, dare to accept risks, and be willing to bear responsibility for decisions taken in order to support the success of development (Lahada, 2018). The development in question is the context of tourism, where sustainable tourism development requires participation from all relevant parties, including strong leadership to ensure broad participation and build consensus (Isdarmanto, 2017). In the context of tourism leadership that is able to communicate a clear vision of destination development tourism can increase participation community and create a sense of belonging to the tourism project is known as transformational leadership.

Previous research studies on transformational leadership from Doli et al., (2024) on "Transformation of Village Head Leadership in Accelerating Village Development", concluded that the transformational leadership of the Village Head succeeded in increasing the Village Development Index (IDM), the village head also encouraged active participation in development, and implemented policies that were in line with community needs Thus,

transformational leadership proved effective in achieving sustainable development goals in the village. Furthermore Fitriati & Marsanty (2023) research on “Transformational Leadership in Times of Crisis Study of Handling COVID-19 in Bumi Raja-Raja” shows that the transformational leadership of the Village Heads, known as Hapa Raja is very important in efforts to stop the spread of COVID 19 in Maluku. Further research from Abidin & Hidayat (2021) on “Kepemimpinan Transformasional Parabela Dalam Pengembangan Pariwisata Di Kabupaten Buton” with the results of research that parabela's leadership style can be classified as transformational leadership, where parabela has the characteristics of a leader who has idealized influence, provides inspirational motivation, intellectual stimulation and individual attention, thus playing an important role in facilitating communication between the community and the government and preserving customs and culture while developing tourism potential.

Based on the review of previous research above, this research has differences with previous research, where the differences relate to two factors, namely the research focus and research methods. Most of the previous studies discussed leadership carried out by someone who already has a position in a government and in this case the government that is often discussed is the village government. The results of previous studies state that the village head plays an important role in improving the performance of village officials in development and solving problems in the village. In addition, the research method in research. Previous research which used. Most of them used

descriptive and phenomenology In this regard, the researcher takes a different research point of view in its focus by looking at the leadership of community leaders to increase community participation in the development of tourism villages in urban areas, besides the research method approach used with a case study approach.

In line with the concept of transformational leadership in the previous research above, the development of thematic village tourism in Surabaya occurred in one of the residents of RT 05 RW 01 Banjar Sugihan Village, Tandes District, Surabaya City who had the innovation to create Jelita Tourism Village (Japan Bali Kita). This tourist village began to be built since November 2023 after the Covid 19 pandemic, then almost one year this tourist village was created, the Surabaya City Government inaugurated this tourist village on September 12, 2024. This tourist village offers a unique cultural experience by combining the acculturation of foreign culture (Japan) and local culture (Bali) which is expected to bring Nusantara tourists and Mancangara tourists to visit this village the total number of visitors to Jelita Tourism Village from November 2023 November 2024 managed to bring in various tourists and foreign tourists as many as 8,340 tourists Jelita tourism village was formed on the creativity and initiative of community leaders in regional development carried out by utilizing the environment and the potential gained from the existence of the tour In this case, the community initiative was spearheaded by a community leader in the area named Bli Komang. Bli Komang was originally

an ordinary citizen who came from Bali and often helped his citizens so that he is currently the deputy head of the RT who is also the head of the Jelita tourism village team.

Based on researcher observations in Jelita Village, the leadership carried out by community leaders in the development of a tourist village stems from sensitivity to the environment by seeing the existence of empty land next to the RT hall which is used by the community to dispose of garbage, causing problems for residents. These activities have caused a number of negative impacts, including a decrease in environmental aesthetics and the emergence of odor disturbances that disturb the comfort of local residents, so that these conditions have become the concern of community leaders in RT 05 to spark an innovation by utilizing the land for Tourism potentials such as natural resources, social resources, human resources, and local resources. The form of innovation is by turning empty land that has been a landfill into a productive and useful land for the community. Innovation is carried out through the development of natural potential (vacant land) into a tourist area with the concept of Bali and Japan or what is known as Jelita.

In the process of managing the potential of natural and human resources to be more efficient to empower the community, creating a Jelita tourism village, there are budget limitations that hinder this innovation, so that, a thought was made by community leaders involving the local community to conduct a discussion room because knowledge and understanding are needed to encourage community participation to develop tourism (Abidin & Hidayat,

2021). This realization makes the community think creatively to utilize used goods as raw materials for the construction of tourist infrastructure that not only reduces waste, but also provides added value to the environment. The construction of the tourism village that was carried out attracted the attention of local residents to take part in a competition held by the Surabaya City Environment Agency to educate and appreciate the community for the surrounding environment in the form of a great Surabaya village with the theme "Completely Manage Waste with the Application of Circular Economy" which is linked to the concept of civilization village in 2023. In the great Surabaya village competition, participants from various RWs in Surabaya participated as many as 1,360 RWs and then went through the verification to selection phase, so that 75 winners were selected from various existing categories, and Jelita Tourism Village was included in the RW competition and was awarded 3rd place out of 75 winners (Hijau, 2023).

The success and achievements obtained by this tourism village are inseparable from the leadership of community leaders in an effort to realize the tourism village. Because the position of the community leader as the deputy head of the RT as the head of the driving team or a good leader determines the success of development and development in the village. So that the ability of leaders to create unique ideas and provide benefits to the community is needed because it is able to transform urban villages into independent tourist villages. This transformation is something that the people of Banjar Sugihan village are

very proud of, because the village is increasingly famous for this latest tourist area.

Based on the background description above, researchers are interested in the transformational leadership style of community leaders in urban villages who are able to turn urban villages into tourist areas in order to boost the economy of the residents, so that it has implications for increasing community participation. On this basis, the researcher wishes to further research on transformational leadership of community leaders in the Jelita tourism village because it has never been studied before. Therefore, the researcher wishes to study more deeply by raising the title **"Transformational Leadership of Community Leaders in Creating Jelita (Jepang Bali Kita) Village Tourism in Banjar Sugihan Village, Surabaya City"**

1.2 Statements Of The Problem

Based on the background discussed above, the problem formulations that can be raised in this study are:

1. How is transformational leadership applied by community leaders in realizing Jelita Tourism Village?
2. What are the challenges faced by the transformational leadership of community leaders in encouraging the success of Jelita Tourism Village?

1.3 Objectives Of The Study

1. Describing transformational leadership applied by community leaders in realizing Jelita Tourism Village.

2. Analyzing challenges that influence the successful development of Jelita Tourism Village to the successful development of Jelita Village Tourism

1.4 Significance of the Study

Research on Transformational Leadership of Community Leaders in Creating Jelita (Jepang Bali Kita) Village Tourism in Banjar Sugihan Village, Surabaya City is expected to provide valuable benefits for various stakeholders involved. The following are the anticipated contributions of this study :

a. Theoretical Benefits

This research has relevance to the courses taken by the author, given the increasing public interest in community-based tourism. In addition, this research can serve as a reference for other regions that wish to realize and develop their tourism potential through the development of tourism villages. Therefore, it is hoped that this research can make a positive contribution to the development of tourism in Indonesia.

b. Practical Benefits

1. For Research,

As a requirement in obtaining a bachelor's degree in the Department of Public Administration at the Faculty of Social. Cultural and Political Sciences at the Universitas Pembangunan Nasional “Veteran” Jawa Timur, and this research can provide good opportunities and opportunities for the author to apply the theories learned in lectures, especially in organizational behavior courses in

society adapted to conditions in the field in part of the smallest government sector (kelurahan).

2. For UPN “Veteran” Jawa Timur

This research can be used as a reference or library material in the reading room of the Faculty of Social, Cultural and Political Sciences as well as library material in the main library of the Universitas Pembangunan Nasional “Veteran” Jawa Timur.

3. For RT 05 RW 01 Banjar Sugihan Village, Tandes Subdistrict, Surabaya City

This research is expected to provide an understanding and information about our Japanese Bali Tourism Village (Jelita) to the readers. In addition, the results of this research are also expected to provide recommendations for the government and other stakeholders to support the development of a sustainable tourism village program.