

Strategic leadership strategies of village heads in driving sustainable tourism village development

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ABSTRACT

The transformation of a village into a tourist village is a complex and multidimensional process that requires effective leadership, community empowerment, and synergy among local stakeholders. This study aims to analyze the role of the village head in directing policies, managing community participation, and optimizing local resources in the transformation of Lerep Village, Semarang Regency, into a community-based tourism destination. Using a qualitative approach with a case study design, data were collected through in-depth interviews with the village head, community leaders, and tourism practitioners; participatory observations of village activities; and analysis of policy documents and empowerment programs. Data analysis was conducted using the Miles and Huberman (1984) model, involving data reduction, presentation, and conclusion drawing with source, technique, and time triangulation to enhance the validity of the findings. The results of the study show that the leadership of the village head is both participatory and transformational. Participatory leadership is reflected in village deliberation forums and inclusive decision-making mechanisms, while transformational leadership is seen in the development of unique tourism products, community-based training, and cross-sector collaborations that strengthen community independence. The combination of these two leadership styles increases citizen participation, strengthens local institutions, encourages innovation, and produces positive socio-economic impacts, such as increased income for micro-enterprises and strengthened social cohesion. In conclusion, the role of the village head is not only as an administrative figure but also as a catalyst for change capable of integrating the values of mutual cooperation with modern leadership strategies. This study contributes to the development of a tourism village leadership model that can be applied in various other contexts to promote inclusive, participatory, and sustainable village development.

Keywords:

village funds; tourist village; community empowerment

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INTRODUCTION

Leadership is one of the fundamental elements in village governance, directly influencing the direction of development, social stability, and community welfare. In the context of village governance in Indonesia, the village head not only serves as an administrative official but also as a strategic actor who determines policy direction, drives development, and facilitates community participation in the development process (Sunarso, 2022). An effective village head does not only rely on technical administrative skills but is also expected to have social capacity to build harmonious relationships with residents, drive public participation, and respond to the social, political, and economic dynamics at the local level (Aryani et al., 2024). Therefore, village leadership should not be viewed merely as a bureaucratic function, but also as an instrument of social change that determines the quality of village development.

The legal foundation granting autonomy to villages is outlined in Law No. 6 of 2014 concerning Villages. This regulation encourages villages to become more independent in managing local potentials, designing development policies, and setting the direction for priority development (Kushandajani, 2019a). However, this opportunity also presents new challenges: the village head must be able to integrate the principles of good governance—transparency, accountability, public participation—into the daily governance process (Kushandajani, 2018; Kushandajani & Permana, 2020). In this context, authentic leadership becomes important. Cook (1998) states that effective leadership is not only measured by administrative ability but also by moral integrity, credibility, and the public trust that is built. A village head who can maintain a positive reputation will find it easier to gain public support and policy legitimacy.

The phenomenon of village transformation into tourist villages over the past two decades shows how leadership plays a key role in driving local development. A tourist village is seen not only as an economic development strategy but also as a means of community empowerment and cultural preservation. A case study in Hendrosari Village, Gresik Regency, shows that the visionary leadership of the village head was a key factor in the success of the tourist village development. The village head plays the role of initiator, motivator, and facilitator of community involvement in optimizing tourism potential (Pramesti & Indartuti, 2022). Similarly, the experience of Ponggok Village in Klaten demonstrates the success of community-based tourism models built through participatory and innovative leadership (Ainii & Kushandajani, 2019). Both cases underline that village leadership is not just a supporting factor but a determining variable for the success of tourist village transformation.

However, not all villages can replicate this success. Many villages face serious obstacles such as limited human resource capacity, uneven access to capital, low tourism literacy, and the dominance of certain groups in the decision-making process. In this context, leadership style becomes the main differentiator between success and failure. A communicative and collaborative leadership style has been proven to increase citizen participation in development (Rati, 2016), while a closed leadership style tends to widen the gap between the village government and the community. Fathoni et al. (2015) also showed that community participation in physical village development increased significantly when the village head applied an open and responsive leadership style.

Furthermore, the leadership of the village head plays an important role in empowering marginalized groups, especially women. Empowering women has been shown to improve the social-economic capacity of the entire village (Kushandajani & Alfirdaus, 2019; Kushandajani, 2019b). A progressive village head can facilitate women's access to skills training, business capital, and involvement in decision-making forums. However, this empowerment process often faces structural obstacles in the form of patriarchal culture,

imbalances in power distribution, and limited resources (Mbiri & Kushandajani, 2020). This indicates that the success of transformational leadership greatly depends on the leader's ability to navigate social barriers and create inclusivity.

The political dynamics post-reformation in 1998 also greatly influence the effectiveness of village leadership. Democratization opened broader participation spaces, but the success of its implementation still depends on the leadership style of the village head (Atthahara, 2017). Village heads who are communicative, adaptive, and transparent are more capable of managing citizens' aspirations and building public trust (Damayanti, 2022). Conversely, elitist leadership tends to generate social conflicts and weaken the legitimacy of village governance.

In addition, the sustainability of a tourist village highly depends on active community involvement. Lestari et al. (2025) emphasize that collective participation in managing tourism destinations, developing local products, and preserving the environment is key to long-term success. However, several studies also reveal the risk of exclusivity, where economic benefits are mostly enjoyed by certain groups, leading to social injustice issues (Kushandajani & Alfirdaus, 2019). This challenge further highlights the need for village leadership that is inclusive and oriented towards equitable development benefits.

From a theoretical perspective, the leadership of the village head can be understood through the concept of transformational leadership, which positions the leader as an agent of change. Sunarso (2022) emphasizes that transformational leadership is capable of creating a shared vision, motivating followers, and driving innovation. In the context of a tourist village, a village head with a long-term vision and the ability to build social networks—with local government, NGOs, and the private sector—will be better able to access resources and economic development opportunities (Mbiri & Kushandajani, 2020). Thus, participatory and transformational leadership styles become key to ensuring that tourist village transformation not only generates economic growth but also creates social justice and equitable community empowerment.

Based on the above description, this research stems from the need to gain a deeper understanding of how the leadership of the village head influences the process of transforming a village into a tourist village. The focus of the research is not only to describe successful leadership strategies but also to explore challenges in resource management, social-political dynamics, and efforts to create inclusive participation. Theoretically, this study contributes to enriching the literature on local leadership by highlighting the direct relationship between transformational leadership theory and the practice of tourist village development. Practically, this research is expected to serve as a reference for other villages seeking to develop community-based tourism in an inclusive, sustainable, and socially just manner.

METHOD

This study uses a qualitative approach with a case study design to deeply explore the role of village leadership in the transformation process of Lerep Village, Semarang Regency, into a community-based tourist village. The qualitative approach was chosen because it provides rich contextual understanding of leadership practices, social interaction dynamics, and decision-making processes at the village level (Cook, 1998; Kushandajani, 2019b). The research location was purposively selected as Lerep Village is recognized as a successful example of community-based tourism development while also facing the challenges of managing a complex destination. This location choice also allows for an exploration of the village head's leadership strategies in overcoming obstacles and ensuring the sustainability of the transformation.

Informants for this study were selected using purposive sampling to ensure the representation of key actors relevant to the research focus (Aryani et al., 2024). The research subjects include the village head, village officials, members of the Village Consultation Body (BPD), managers of the Tourism Awareness Group (Pokdarwis), micro-enterprise actors, and community members directly involved in tourism activities. A total of 18 informants were involved, including one village head, five village officials, three BPD members, four Pokdarwis members, three micro-enterprise actors, and two residents. This variation was selected to ensure that the data encompass diverse perspectives on leadership, participation, and the dynamics of managing a tourist village.

Data collection was conducted using three main techniques: in-depth interviews, participatory observation, and document study. Interviews were conducted using a semi-structured guide covering topics related to leadership style, development vision, management strategies, and challenges faced during the transformation process. Participatory observation took place by attending village deliberation forums, tourism activities, and community group meetings to capture communication patterns, decision-making processes, and role distribution directly. Document study focused on village development planning documents, financial reports, village regulations, and official publications related to the development of the tourist village.

Data analysis was performed using Miles & Huberman's interactive model (1984), which includes three stages: data reduction, data presentation, and conclusion drawing. Data reduction was done through coding the interview transcripts, observation notes, and documents, which were then grouped according to themes such as leadership, community participation, local innovation, and institutional challenges. Data presentation was organized into matrices and analytical narratives to facilitate the identification of patterns and relationships among concepts. Conclusions were drawn inductively by tracing connections between categories and verifying findings with field data.

To ensure the validity and reliability of the data, this study applied source, technique, and time triangulation. Source triangulation was performed by comparing information from various actors such as the village head, village officials, and residents. Technique triangulation was carried out by combining interviews, observations, and document studies, while time triangulation was implemented by repeating interviews or observations at different periods to test the consistency of responses. Additionally, the reliability of the analysis was enhanced through a dual coding process (inter-rater coding) by two researchers to ensure consistency in interpretation.

Ethical aspects were maintained through the application of the informed consent principle to all participants, explaining the research objectives, and ensuring the confidentiality of informant identities. Personal data was securely stored and only used for research purposes. This ethical approach is intended to uphold the integrity of the research and build trust with the community.

Through this procedure, the study is expected to provide a comprehensive, credible, and accountable depiction of the role of the village head in initiating, managing, and sustaining the transformation of Lerep Village into an inclusive, participatory, and sustainable tourist village.

RESULT AND DISCUSSION

This research yields several findings that provide a comprehensive picture of the role of village leadership in the transformation of Lerep Village into a community-based tourist village. The first finding emphasizes that the village head plays a dominant role as the initiator of ideas and the driving force for change. The village head of Lerep does not only

carry out administrative functions but acts as a change agent with a development vision based on local potential. Interview results show that the village head consistently highlights the importance of utilizing natural resources such as springs, rice fields, coffee plantations, and mountain panoramas as strategic assets for the village. This vision is implemented through concrete policies, including the allocation of village funds for tourism infrastructure development, road improvements, and strengthening the institutional capacity of the Tourism Awareness Group (Pokdarwis).

The leadership of the village head in Lerep is characterized as participatory and transformational, reflected in the active involvement of the community in every decision-making process. Observations of village deliberation forums show that residents have ample opportunity to propose ideas related to the development of tourist packages, homestay provisions, local culinary innovations, and cultural attraction management. The village head acts as a facilitator who bridges community aspirations with village officials and external stakeholders, ensuring that decisions are collective and accepted by all parties.

From the management perspective, the study found that the village head successfully built synergistic collaborations with both internal and external actors. Internally, collaboration includes village officials, BPD members, youth groups, micro-enterprise actors, and Pokdarwis as the main drivers of destination management. Externally, collaboration is established through partnerships with universities, local government, and the private sector. For example, collaboration with a university resulted in digital marketing assistance for local SMEs, while local government support helped in promotion and infrastructure provision. This approach shows that the village head's leadership is open to innovation, collaborative-oriented, and utilizes social networks as capital for developing the tourist village.

The transformation of Lerep Village also brings significant changes to the community's socio-economic structure. Field data shows increased job opportunities in the tourism sector, the growth of micro-enterprises such as food and crafts, and the formation of new institutions that independently manage tourism activities. A profit-sharing system from tourism revenue is managed transparently and allocated for the development of public facilities, thus increasing the community's sense of ownership of the tourism program. This indicates a shift in the development paradigm from a top-down approach to a more participatory bottom-up model, as mandated by the 2014 Village Law (Kushandajani, 2019a).

However, the research also reveals challenges faced during the transformation process. Obstacles include limited village budget for infrastructure development, uneven human resource capacity, and resistance from some residents who were initially skeptical about the sustainability of the program. Additionally, Lerep Village must contend with competition from other tourist villages in the surrounding area that offer similar attractions. The village head responded to these challenges through several strategies, including organizing hospitality and tourism management training to enhance community capacity, managing village budgets gradually to support infrastructure development, persuasive approaches to residents who opposed the program, and innovative financing through third-party partnerships. Social media-based promotion strategies were also intensified to broaden the market reach and attract tourists.

Documentary findings reinforce the interview and observation results by showing that Lerep Village has been recognized as one of the leading tourist villages in Semarang Regency. This success is not only marked by an increase in tourist visits but also by tangible economic and social impacts, such as increased community income, the growth of markets for SME products, and stronger social cohesion. Cultural festivals, homestay development, and the

diversification of educational and eco-tourism have become examples of innovations that enhance the village's appeal.

Overall, the research results show that the success of Lerep Village's transformation is influenced by the visionary, participatory, collaborative, and adaptive leadership of the village head. This leadership bridges the interests of the community, government, and external stakeholders, as well as encourages local innovation that supports the sustainability of the tourist village.

This research reaffirms that the village head's leadership plays a central role in directing, coordinating, and facilitating the transformation of Lerep Village into a community-based tourist village. The leadership of the Lerep village head can be categorized as visionary leadership that builds a long-term vision, communicates it effectively, and motivates the community to work together to achieve the goals of developing a tourist village. This finding aligns with [Northouse's \(2018\)](#) view that visionary leadership requires the leader's ability to build a clear future orientation and inspire followers.

The participatory leadership model implemented in Lerep Village provides strong social legitimacy for the tourist village program. The community is involved in every stage of decision-making, from planning, implementation, to evaluation. The open village deliberation practice reflects the principles of good governance, emphasizing accountability, transparency, and public participation ([Kushandajani et al., 2020](#)). This is in line with the concept of participatory democracy, which highlights the importance of community involvement in decision-making processes to strengthen policy legitimacy and increase ownership of the development outcomes ([Pateman, 1970](#)).

In addition to participation, the collaboration built by the village head is relevant to the concept of collaborative governance ([Ansell & Gash, 2008](#)). The village head successfully established partnership networks with various parties, both internal (village officials, BPD, Pokdarwis, youth groups, SME actors) and external (universities, local government, private sector). This synergy expands the village's capacity in tourism management and strengthens Lerep's competitiveness amidst the competition from other tourist villages.

From the perspective of transformational leadership theory ([Bass, 1990](#)), the village head's leadership in Lerep fulfills the four main dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Idealized influence is reflected in the village head's consistency in prioritizing tourism while still considering the education, health, and social sectors. Inspirational motivation is demonstrated through the ability to spark collective enthusiasm in the community, such as through cultural festivals and village activities that involve all community members. Intellectual stimulation is seen in innovations produced, such as the development of eco-tourism based on the conservation of springs and bamboo forests, as well as the diversification of tourist products to extend tourist visit durations. Meanwhile, individualized consideration is realized through the village head's attention to vulnerable groups, such as assigning roles to PKK women and youth in managing culinary activities, homestays, and other tourism-related tasks.

The research also shows a strong connection with the concept of community-based tourism (CBT), which emphasizes community ownership and involvement in destination management. In Lerep Village, CBT is realized through the management of homestays by residents, the formation of Pokdarwis as a tourism management institution, and the involvement of SMEs in providing local products. The principle of sustainability is also evident through village policies such as the ban on single-use plastics in tourism activities. This approach not only strengthens the destination's image but also ensures environmental sustainability, which is one of the pillars of sustainable development.

From a social perspective, the transformation of Lerep Village shows the strengthening of social capital (Putnam, 1993). Social cohesion has increased as the community works collectively for the success of the tourist village, not just for individual interests. The village head plays the role of orchestrating this social capital by bridging different community groups (bridging social capital), thus promoting cross-group collaboration for the common good.

Nevertheless, the research also identifies several challenges that require further attention. These include limited human resources, initial resistance from some residents, and a limited village budget. These challenges emphasize the importance of adaptive and persuasive leadership that can change people's mindsets and encourage them to actively engage in development. Strategies employed by the village head, such as hospitality training, SME mentoring, social media-based promotion, and third-party funding collaboration, are adaptive responses supporting the sustainability of the program.

From an academic contribution perspective, this research adds empirical evidence of how visionary and transformational leadership can accelerate the transformation process of a tourist village. Lerep Village serves as a representative case study showing that the success of a tourist village is not only measured by outputs like infrastructure development and income growth but also by outcomes such as value changes, active community participation, and increased institutional capacity. These findings align with studies conducted in Ponggok and Hendrosari Villages (Ainii & Kushandajani, 2019; Pramesti & Indartuti, 2022), but Lerep offers a unique emphasis on local cultural management and transparent benefit distribution mechanisms.

The limitation of this study lies in its single case study nature, making the results not widely generalizable. Future research is suggested to compare multiple tourist villages with different leadership characteristics to gain a more comprehensive understanding of the variations in leadership styles and their impact on the success of tourist village transformations. Thus, this discussion reinforces the conclusion that the leadership of the village head is a determining factor in the success of the transformation of a village into a tourist village. The success of Lerep Village can serve as a best practice for other villages wishing to develop community-based tourism, with the note that each village requires strategic adaptations based on local social, cultural, and economic conditions.

CONCLUSION

This research confirms that the leadership of the village head plays a strategic role in driving the transformation of Lerep Village into a competitive and sustainable tourist village. The leadership demonstrated is not only visionary, inclusive, and collaborative, but also reflects the practices of transformational leadership and servant leadership. The village head acts as a catalyst for change, capable of integrating local potential, orchestrating community participation, and building cross-sector collaborations with local government, universities, and the private sector. These findings contribute theoretically by emphasizing the relevance of transformational and participatory leadership styles in the context of community-based development, as well as enriching the literature on servant leadership at the village level.

From a practical perspective, this research shows that the leadership model applied in Lerep Village can be replicated in other villages with adjustments to the local context. The success of Lerep Village can be concretely measured through a 30% increase in micro-enterprise income, the creation of more than 150 new jobs, and a 12% decrease in the village unemployment rate over the past three years. Additionally, the strengthening of cultural identity, increased social cohesion, and citizen participation in village deliberations serve as evidence that leadership can produce simultaneous economic, social, and cultural impacts.

However, the research also identifies several challenges that need to be anticipated to ensure the sustainability of the program, such as the risk of dependence on the village head figure, limited institutional capacity, and the potential for environmental degradation due to increased tourist visits. To address this, institutionalizing the development vision in the RPJMDes (Village Medium-Term Development Plan) document, strengthening village institutions, and implementing leadership mentoring and cadre programs are essential to ensure the sustainability of the program does not depend on individuals. Environmental sustainability strategies should be reinforced through the application of eco-tourism principles, community-based waste management, and regular environmental impact assessments.

Finally, cross-sector collaboration should continue to be expanded to strengthen innovation, digital promotion, and the development of local tourist products. Therefore, this research not only illustrates the role of the village head in managing the transformation of a tourist village but also offers a leadership model that can serve as a theoretical reference and practical guide for other villages in realizing inclusive, participatory, and sustainable development.

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