

Visionary Leadership in Managing BUM Desa

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ABSTRACT

Purpose – This article aims to formulate things that need to be done and describe the visionary leadership model in managing BUM Desa. This is important to do to provide a comprehensive understanding of visionary leadership in managing BUM Desa

Methodology/approaches – The research method used in writing this article is a literature review method from various sources related to visionary leadership in managing BUM Desa.

Findings – It The results of this literature review illustrate that there are 5 leadership perspectives, namely: Competency perspective, Behavioral perspective, Contingency perspective, Transformational perspective, Implicit leadership perspective. Visionary leadership positions are sharpening from a transformational perspective. There are 5 dimensions of visionary leadership: Challenge the process, be enthusiastic, help others to act, set the example, celebrate achievement.

Novelty/values – The research succeeded in formulating things that need to be done by operational implementers in managing BUM Desa using visionary leadership

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INTRODUCTION

BUM Desa aims to carry out economic business activities through business management, as well as investment development and economic productivity, and Village potential; carry out public service activities through the provision of goods and/or services as well as meeting the general needs of the Village community, and managing Village food storage; obtain profit or net profit for increasing the village's original income and to maximize the benefits of the village community's economic resources; utilization of Village Assets to create added value to Village Assets; and developing a digital economic ecosystem in the village (Enchchabi & Abdul Azis, 2012; Iskamto, 2016; Iskamto & Risman, 2018; Iskamto & Yapentra, 2018; Jenita et al., 2022).

In realizing the objectives of the BUM Desa, management is carried out based on the spirit of kinship and mutual cooperation with the principles of: professional; open and responsible; participatory; local resource priority; and sustainable (Candrianto et al., 2022; Hendrawati et al., 2022; Novanda, 2022; Novia, 2022).

In the process of managing and implementing the principles of BUM Desa, it requires the ability of operational implementers to lead to influence and motivate and enable others to contribute to achieving BUM Desa goals.

Seeing this big challenge, strengthening the organization of BUM Desa and the leadership of the operational implementers of the BUM Desa is very important, especially in terms of leadership, while the formulation of leadership for implementing BUM Desa operations, according to the author's

knowledge, needs to be formulated in managing BUM Desa. Therefore, this study intends to formulate things that need to be done by BUM Desa operational executors with the aim of this research being to describe visionary leadership in managing BUM Desa.

LITERATURE REVIEW

The ability to influence motivates and enables others to contribute to the effectiveness and success of the organizations of which they are members Shane & Glinow, (2013), As the ability to influence a group towards achieving goals Robbins, (2019), As a social community. an influence process in which the leader seeks the voluntary participation of subordinates in the pursuit of organizational goals Kreitner & Kinicki, (2014), a special case of interpersonal influence that makes group individuals do what their leader (or managers) want them to do.(Wood & Ogbonnaya, 2018).

Leadership Theory According to its membersShane & Glinow, (2013), leadership can be seen from 5 perspectives:

1. Competency perspective
This theory states that there are special traits/characteristics that distinguish between a leader and a non-leader, namely personality, intelligence, physical, and supervisory abilities.
2. Behavioral perspective
This theory states that special behavior can differentiate between leaders and non-leaders. research at the University of Michigan found that the employ centered leadership style is more effective than the job centered leadership style, research at the University of Ohio with a two-factor leadership theory; initiating the structure, concerning the behavior of the leader to organize and determine group relations, establish clear patterns of communication channels and detailed descriptions of work completion. Consideration, concerning behavior that shows friendship, mutual trust, respect, warmth of the relationship between leaders and followers.
3. Contingency perspective
Fieldler's model, the effectiveness of the contingency model explains that the results of group work depend on the interaction between leadership style and the situation at hand, leadership is based on strength and influence.
Vroom Yetton's model, there is no ideal leadership style that is most suitable for every situation, leaders must be flexible to change leadership styles to fit the situation Path-goal model, leaders are effective if they can influence the motivation of followers and have the ability to work
The situational leadership model, effective leaders are those who are able to adapt leadership behavior to the individual needs of employees grouped into four types, telling (telling), selling (selling), including (participating), and delegating (delegating).
4. transformational perspective
The position of visionary leadership is a sharpening from a transformational perspective, actually more people use the term transformational leader than visionary leader, there are 5 dimensions of visionary leadershipSchemerhorn, (2012); Challenge the process, be enthusiastic, help others to act, set the example, celebrate achievements.
5. Implicit leadership perspective
It is a theory that hypothesizes that perceptual processes cause people to inflate the importance of leadership as a result of organizational events.

Village BUM Organizational Instruments consist of: Village Consultative Council; adviser; operational executor; and supervisor. Operational implementers are appointed by the Village Deliberation. Operational implementers are proposed by the Village Head, village consultative bodies, and/or community elements. Operational implementation is carried out by the director of BUM Desa. Operational implementers are individuals who must meet the requirements for expertise, integrity,

leadership, experience, honesty, good behavior, and have high dedication to advancing and developing Village-owned Enterprises. Provisions regarding the requirements to be selected and appointed as operational executors are regulated in the Village BUM Articles of Association. The number of operational implementers is determined by the Village Deliberation in accordance with the needs of the BUM Desa. In the case of more than 1 (one) person operating operations,

Provisions regarding work procedures and operational management procedures are regulated in the Village BUM Articles of Association. Village BUM operational executors hold office for 5 (five) years and can be reappointed for a maximum of 2 (two) terms of office with the consideration that they are considered capable of carrying out their duties properly during their term of office, regeneration, and avoiding conflicts of interest.

Operational implementers together with advisors and supervisors, discuss and agree on the BUM Desa household budget and/or its amendments; Make decisions related to the operationalization of BUM Desa businesses in accordance with the BUM Desa policy lines stated in the Articles of Association, bylaws, and Village Consultative decisions; Coordinating the implementation of BUM Desa business both internally and with other parties; Regulate the provisions regarding the employment of BUM Desa including the determination of salaries, benefits and other benefits for BUM Desa employees; Appoint and dismiss BUM Desa employees, apart from the secretary and treasurer, based on laws and regulations regarding manpower; Make BUM Desa loans after obtaining approval from the Village Consultative Council or advisors and supervisors in accordance with the provisions in the Village BUM Articles of Association; Cooperate with other parties to develop the BUM Desa business after obtaining approval from the Village Deliberation or advisors and supervisors in accordance with the provisions in the Village BUM Articles of Association; Carry out the distribution of the amount of BUM Desa net profit in accordance with that determined by the Village meeting; Carry out the purpose of using the BUM Desa net profits in accordance with those determined by the Village Conference; Carry out certain activities assigned by the Village Conference; Act as a settler in the event that the Village Conference does not appoint a settler; and Organize, administer, manage,

The operational executor is in charge of: Carrying out all actions related to managing BUM Desa for the benefit of BUM Desa and in accordance with the aims and objectives of BUM Desa, as well as representing BUM Desa inside and/or outside the court regarding all matters and all events, with restrictions as stipulated in the Village BUMDes Articles of Association, decisions of Village Consultations, and/or provisions of laws and regulations; Compile and implement Village BUM work program plans; Prepare semi-annual reports on the implementation of Village BUM Business management to be submitted to advisers and supervisors; Prepare an annual report on the implementation of the Village BUM Business management to be submitted to the Village Conference after being reviewed by advisers and supervisors; Explaining the management of BUM Desa to the Village Conference; and Together with advisers and supervisors, prepare and submit financial analyses, activity plans and needs in the context of planning for additional Village and/or Village community capital to be submitted to the Village Conference.

METHOD

The research method used in writing this article is a literature review method from various sources related to leadership. Visioner Leadership and Village BUM. This research is a qualitative descriptive study.

RESULT AND DISCUSSION

Based on the results of the literature review, it is described that there are 5 leadership perspectives, namely: Competency perspective, Behavioral perspective, Contingency perspective, Transformational perspective, Implicit leadership perspective. Visionary leadership positions are sharpening from a transformational perspective. There are 5 dimensions of Visionary leadership: Challenge the process, be enthusiastic, help others to act, set the example, celebrate achievement.

Implementation of Visionary Leadership in managing BUM Desa by BUM Desa operational implementers is formulated as follows:

1. Challenge the process, by carrying out initiatives to advance BUM Desa; Provide encouragement to carry out innovative activities at BUM Desa; Provide support for new ideas at BUM Desa; Provide direction for future-oriented work programs. Have high aspirations to advance BUM Desa to the best rank in Indonesia.
2. Be enthusiastic, by arousing the enthusiasm of the members in working at the BUM Desa; Paying attention to and appreciating the enthusiasm of BUM Desa members; Inviting and appreciating the enthusiasm of BUM Desa members to be used as input in realizing the shared vision.
3. Help other to act, with ambition in helping overcome members' weaknesses in working at BUM Desa; Often involved as a team member in completing certain tasks at BUM Desa; Support all member efforts in completing assignments correctly; Channeling member talents in BUM Desa;
4. Set the example, by becoming a role model who is a role model in working at BUM Desa; Consistent in being a role model of a leader who is a role model; Appropriate in providing direction and intent regarding improving work skills in the face of IT developments and globalization;
5. Celebrate achievement, by appreciating the work achievements of members at BUM Desa; Give appropriate awards for work achievements at BUM Desa; Make it unique in showing appreciation for work achievements in BUM Desa.

This research looks at leadership from a transformational perspective, different from research Rifa'i et al., (2022); Rifa'i et al., (2022) which also refers to Leadership Theory According to Shane & Glinow, (2013) but uses a behavioral perspective.

CONCLUSION

The research succeeded in formulating things that needed to be done and describing the visionary leadership model in managing BUM Desa. As well as providing a comprehensive understanding of visionary leadership in managing BUM Desa.

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