



LEADERSHIP CREATIVE VILLAGE

Abdul Manap ¹, I Nyoman Tri Sutaguna ², Mutmainah ³,
Atik Sekianti ⁴, Yusnindar ⁵

^{1,4,5} Universitas Jayabaya

² Universitas Udayana

³ STIE Al-Anwar

Email : hamanap.joyo@gmail.com ¹, trisutaguna@unud.ac.id ², mutmainah@stie-alanwar.ac.id ³,
atiksekianti77@gmail.com ⁴, yusnindar2000@gmail.com ⁵

Abstract. *The innovative leadership of the Chief District Officer of Cianjur District in the implementation of the Village Innovation was seen and measured to the extent to which the commitment and political will of the Head of the District in providing public services and providing public goods to its citizens. In addition, the Innovative Leadership Capacity of the Head of the District will be reviewed from the perspective of the innovative development visions built, the strategic steps taken to drive innovation, and the stability of his leadership. The research focuses on the leadership of regional heads in the implementation of smart innovation camp with a theoretical approach to leadership and innovation. This research uses a qualitative approach (qualitative approach). Data sources include people, events, places and documents. Data collection techniques include in-depth interviews, documentation and observations. Data analysis techniques are interactive models. (interactive model analysis). The results of the research show that Creative Village Innovation is a technology-based program that focuses on the village community as well as the implementation center in the village office. The program designs the village to have an integrated programme framework that blends the use of fiber-optic information and communication technology (ICT), productive economic activities, creative economic activity, improved education, health, and poverty alleviation efforts.*

Keyword: Leadership, Creative, Cianjur, Implementation

Abstrak. Kepemimpinan inovatif Camat Kabupaten Cianjur dalam pelaksanaan Inovasi Desa dilihat dan diukur sejauh mana komitmen dan kemauan politik Bupati dalam memberikan pelayanan publik dan penyediaan barang publik kepada warganya. Selain itu, Kapasitas Kepemimpinan Inovatif Bupati akan ditinjau dari visi pembangunan inovatif yang dibangun, langkah-langkah strategis yang diambil untuk mendorong inovasi, dan stabilitas kepemimpinannya. Penelitian ini berfokus pada kepemimpinan kepala daerah dalam implementasi smart Innovation camp dengan pendekatan teori kepemimpinan dan inovasi. Penelitian ini menggunakan pendekatan kualitatif (qualitative pendekatan). Sumber data mencakup orang, peristiwa, tempat, dan dokumen. Teknik pengumpulan data meliputi wawancara mendalam, dokumentasi dan observasi. Teknik analisis data adalah model interaktif. (analisis model interaktif). Hasil penelitian menunjukkan bahwa Inovasi Desa Kreatif merupakan program berbasis teknologi yang berfokus pada masyarakat desa serta pusat implementasinya di kantor desa. Program tersebut merancang desa untuk memiliki kerangka program terpadu yang memadukan pemanfaatan teknologi informasi dan komunikasi (TIK) serat optik, kegiatan ekonomi produktif, kegiatan ekonomi kreatif, peningkatan pendidikan, kesehatan, dan upaya pengentasan kemiskinan.

Kata Kunci : Kepemimpinan, Kreatif, Cianjur, Implementasi

1. INTRODUCTION

The growth of innovative leadership in governmental organizations has also had an indirect impact on the public service innovation that has flourished in Indonesia during the era of bureaucratic reform. The wheel of government, both at the national and local levels, needs a visionary figurehead who can be the point of the spear in terms of societal service. Government performance is good when the leadership is effective in driving the country forward. It will enhance the quality of the public service offered. As a highly committed public servant, innovative leadership with integrity and devotion is also a guarantee that all societal requirements will be met. Innovative leadership seems to be emerging behind Indonesia's complicated bureaucratic reform process, enhancing the dynamics of the country's public service innovation development. (Brown, 2008). Through a variety of programs and activities that are full of creativity and innovation, innovative leaders can become the drivers of greater public service. These creative leaders work to serve society by having a vision and mission that are distinct, tangible, and quantifiable. 2022 (Sahromi)

According to the provisions of Article 390 of the Act No. 23 Year 2014 on Regional Government, which is further regulated in the Government Regulations (PP) of the Republic of Indonesia No. 38 Year 2017 on Regional Innovation, the District Head's innovative leadership is expected to be able to be a driving motor in the implementation of public service innovation in the Regional Government or reforms in the Regional Government. The regional government's public service has so far dealt with a number of outstanding problems. Many people continue to express their dissatisfaction and complaints about the subpar public service provided by the local administration.

The difficulty of obtaining high-quality, effective, and efficient administrative services is one of the issues that individuals must deal with when using the public services provided by the Cianjur district government. Regarding this, given that Cianjur is one of the largest districts in West Java and has a population of about 2.2 million people, getting from one village to another or to the city center can take up to two or three hours. As a result, many villages find it difficult to use the district government's services because the distance from the village to the government is quite great.

For some of the towns in the Cianjur district, the service is expensive and challenging to access due to the distances that must be traveled. Even the majority of those living in slums must go up to 170 kilometers only to handle administrative service and letters of occupation. Additionally, the service has slowed down and contributed to the rise of corruption-related

crimes within the public service system. The servicing method is incredibly convoluted, both because of the necessary process and because the apparatus tends to make it more difficult.

As a result, the public's trust in the apparatus of the public sector has decreased, and most citizens now support elected authorities. The Cianjur district government uses the Creative Village Innovation, an integrated village development program, to carry out public service innovation. This program combines the use of fiber-optic information and communication technology (ICT), productive economic activities, improved health education, efforts to reduce poverty, and efforts to improve the quality of public services. Menkominfo Jonny G Plate officially introduced the Creative Village Innovation Program on Tuesday, July 31, 2020. Out of the 213 scattered villages in Cianjur, 78 have already adopted Creative Village Innovation. By the start of 2018, it is intended that this initiative will be implemented in every town.

The growth of innovative leadership in governmental organizations has also had an indirect impact on the public service innovation that has flourished in Indonesia during the era of bureaucratic reform. The wheel of government, both at the national and local levels, needs a visionary figurehead who can be the point of the spear in terms of societal service. Government performance is good when the leadership is effective in driving the country forward. It will enhance the quality of the public service offered. As a highly committed public servant, innovative leadership with integrity and devotion is also a guarantee that all societal requirements will be met. Innovative leadership seems to be emerging behind Indonesia's complicated bureaucratic reform process, enhancing the dynamics of the country's public service innovation development. (Brown, 2008). Through a variety of programs and activities that are full of creativity and innovation, innovative leaders can become the drivers of greater public service. These creative leaders work to serve society by having a vision and mission that are distinct, tangible, and quantifiable. 2022 (Sahromi)

According to the provisions of Article 390 of the Act No. 23 Year 2014 on Regional Government, which is further regulated in the Government Regulations (PP) of the Republic of Indonesia No. 38 Year 2017 on Regional Innovation, the District Head's innovative leadership is expected to be able to be a driving motor in the implementation of public service innovation in the Regional Government or reforms in the Regional Government. The regional government's public service has so far dealt with a number of outstanding problems. Many people continue to express their dissatisfaction and complaints about the subpar public service provided by the local administration.

The difficulty of obtaining high-quality, effective, and efficient administrative services is one of the issues that individuals must deal with when using the public services provided by the Cianjur district government. Regarding this, given that Cianjur is one of the largest districts in West Java and has a population of about 2.2 million people, getting from one village to another or to the city center can take up to two or three hours. As a result, many villages find it difficult to use the district government's services because the distance from the village to the government is quite great.

For some of the towns in the Cianjur district, the service is expensive and challenging to access due to the distances that must be traveled. Even the majority of those living in slums must go up to 170 kilometers only to handle administrative service and letters of occupation. Additionally, the service has slowed down and contributed to the rise of corruption-related crimes within the public service system. The servicing method is incredibly convoluted, both because of the necessary process and because the apparatus tends to make it more difficult.

As a result, the public's trust in the apparatus of the public sector has decreased, and most citizens now support elected authorities. The Cianjur district government uses the Creative Village Innovation, an integrated village development program, to carry out public service innovation. This program combines the use of fiber-optic information and communication technology (ICT), productive economic activities, improved health education, efforts to reduce poverty, and efforts to improve the quality of public services. Menkominfo Jonny G Plate officially introduced the Creative Village Innovation Program on Tuesday, July 31, 2020. Out of the 213 scattered villages in Cianjur, 78 have already adopted Creative Village Innovation. By the start of 2018, it is intended that this initiative will be implemented in every town.

2. RESEARCH METHOD

This research uses a qualitative approach. The choice of the qualitational approach is because the research is carried out through the process of finding, understanding, explaining and acquiring a picture of social and public phenomena related to local government innovation. The use of qualitatives in this research, also one of which is based on the explanation of Lincoln and (Kushendar, 2020) that qualitatively research or naturalistic inquiry is a way of research intended to understand the actuality, social reality, and human perception that exists. Data sources in this study include people (informants), events and places as well as documents. Data collection techniques include in-depth interviews, documentation and observations.

3. RESULT AND DISCUSSION

Creative Village Innovation Implementation

The growth of innovative leadership in governmental organizations has also had an indirect impact on the public service innovation that has flourished in Indonesia during the era of bureaucratic reform. The wheel of government, both at the national and local levels, needs a visionary figurehead who can be the point of the spear in terms of societal service. Government performance is good when the leadership is effective in driving the country forward. It will enhance the quality of the public services offered. As a highly committed public servant, innovative leadership with integrity and devotion is also a guarantee that all societal requirements will be met. Innovative leadership seems to be emerging behind Indonesia's complicated bureaucratic reform process, enhancing the dynamics of the country's public service innovation development. (Brown, 2008). Through a variety of programs and activities that are full of creativity and innovation, innovative leaders can become the drivers of greater public service. These creative leaders work to serve society by having a vision and mission that are distinct, tangible, and quantifiable. 2022 (Sahromi) According to the provisions of Article 390 of the Act No. 23 Year 2014 on Regional Government, which is further regulated in the Government Regulations (PP) of the Republic of Indonesia No. 38 Year 2017 on Regional Innovation, the District Head's innovative leadership is expected to be able to be a driving motor in the implementation of public service innovation in the Regional Government or reforms in the Regional Government.

The regional government's public service has so far dealt with a number of outstanding problems. The local administration's subpar public service continues to be the subject of many people's complaints and dissatisfaction. The difficulty of obtaining high-quality, effective, and efficient administrative services is one of the issues that individuals must deal with when using the public services provided by the Cianjur district government. Regarding this, given that Cianjur is one of the largest districts in West Java and has a population of about 2.2 million people, getting from one village to another or to the city center can take up to two or three hours. As a result, many villages find it difficult to use the district government's services because the distance from the village to the government is quite great. For some of the towns in the Cianjur district, the service is expensive and challenging to access due to the distances that must be traveled. Even the majority of those living in slums must travel up to 170 kilometers only to handle administrative service and letters of occupation. In addition, the service has slowed down and caused a rise in corruption-related crimes within the public

service system. The servicing method is incredibly convoluted, both because of the necessary process and because the apparatus tends to make it more difficult. As a result, the public's trust in the apparatus of the public sector has decreased, and most citizens now support elected authorities. The Cianjur district government uses Creative Village Innovation, an integrated village development program, to carry out public service innovation. This program combines the use of fiber-optic information and communication technology (ICT), productive economic activities, improved health education, efforts to reduce poverty, and efforts to improve the quality of public services. Menkominfo Jonny G. Plate formally launched the Creative Village Innovation Program on Tuesday, July 31, 2020. Out of the 213 scattered villages in Cianjur, 78 have already adopted Creative Village Innovation. By the start of 2018, it is intended that this initiative will be implemented in every town.

The main benefits perceived from the implementation of the Creative Village Innovation program, among others:

- 1) The ease in the process of management of services became faster and less overwhelming due to the management of files already done online and able to be completed from the village. Based on the results of the evaluation in the field, file management that used to take up to 3 days after there was a creative village innovation program can be finished in just 1 working day, even some within hours.
- 2) Increased productivity in the economic sector of the community: it is seen that several small and medium-sized enterprises (SMEs) groups have traded and can market their products online through Cianjursmart.com, which has been integrated into the web of the Creative Village Innovation Program.
- 3) Increased public satisfaction with government services; this can be seen from the average value of the Public Satisfaction Index (SCI) of the villages that are rated good.
- 4) Increase in the independence of villages in addressing the issues that exist in their villages, whether they are issues related to education, health problems, economics, or poverty.

Innovative Leadership of District Chief

Leadership is needed in the implementation of innovation because governments are now expected to innovate in order to keep up with changes or developments in their environment. As we know, rapid changes are taking place in politics, economics, societies, and cultures, and what's happening now are technological changes that have a lot of impact on

human life. Leadership is often linked to the success of an organization, so effective leadership will then lead the organization towards the desired goal and the vision of the organization's mission in addition to being able to solve the problems faced, whereas ineffective leadership will then take the organization toward lagging behind other organizations. According to Saepudin (2021), an effective leader is someone who can influence and drive team members towards achieving their goals. Effective leadership is often evaluated in organizational adaptation to changing environments. The number of power positions needed for effective leadership depends on the natural nature of the organization, duties, and subordinates. A leader must have broad insight. Leading an organization means being prepared to face the problems and challenges that are coming. Therefore, every leader must have broad insight in order to be able to solve the problems that exist. It can also be developed by cultivating the qualities of open-mindedness. The role of leadership is essential in innovation. Innovation can also be called a strategy of change. (Change). An organizational change expert says that it's so important that leaders make organizational changes. Whether an innovation or an organizational change is going on depends on the ability and creativity of its leaders. (Bima Katangga, 2019) explains that managing change is one of the hardest things a leader can do. One of the reasons that leadership is so important is that there is increasing competition between organizations, and changes in organizational design, organizational structure, and leadership are essential to surviving in the new environment. The higher the level of change that a leader achieves, the stronger his or her leadership in taking action for organizational change. On the contrary, the weaker one's leadership in influencing and motivating others to make change, the lower the rate of change achieved. Innovation in the creative village brings forth an integrated new innovation tournament and wins the award of the Top 99 Public Service Innovations, namely E-VB (e-Village Budgeting) and SAS (Siswa Asuh Sebaya). The award is an expression of the innovative leadership of Cianjur's chief executive because the Smart Kampung innovation program is the only one in Indonesia. It is explained by Rahman (2016) that the Innovative Approach to Leadership means bringing new thinking and different actions to the way to lead, manage, and run the job. How a leader can think differently about the leadership role and the challenges facing a leader and an organization head What leaders can do to solve rooted and hard-to-solve problems and how leaders can be agile and fast without information or predictability Leadership for Innovation Leaders must learn how to create an organizational climate in which others apply innovative thinking to solve problems and develop new products and services. Leaders must be able to cultivate a culture of innovation, not just

employ a few creative outliers. Innovative leaders must be capable of helping others think differently and work in a new way to face challenges.

4. CONCLUSION

Creative Village Innovation is a technology-based program that focuses on the village community as well as the implementation center in the village office. The program designs the village to have an integrated programme framework that blends the use of fiber-optic information and communication technology (ICT), productive economic activities, creative economic activity, improved education, health, and poverty alleviation efforts.

The innovative leadership of the Chief District Officer of Cianjur district in the implementation of creative village innovations can be measured through the commitment and political will of the Head of the district, i.e.

- 1) Self-reliance, prosperity and dignity through the improvement of the economy and the quality of human resources” through the innovative programmes to be carried out,
- 2) Development of innovative policies and programmes embedded in creative villages,
- 3) The Government of Cianjur District in this case has taken the initiative to provide quality services in accordance with the law No. 25 Year 2019 on public services, which states that the organizer is obliged to provide the appropriate standard service in the sense of quality, cheap and fast services as well as to reduce educational and economic disparities,
- 4) The head of the district aims to implement the creative village innovation program in all the villages in Cianjur district in 2018.
- 5) Heads of district create great ideas or ideas in an effort to improve the performance of public services for rural communities through creative village innovations
- 6) The District Chief is synergistic and collaborative with the entire stake holders
- 7) The District Chief builds a creative knowledge environment within the government organization he leads.

REFERENCES

- A. Rahman. M. (2016). Organization Strategies & Innovative Leadership Management. *J. Business and Management*, 11(10), 206–223.
- Abdul Manap, A. S., Vijayabalan, S., Madhavan, P., Chia, Y. Y., Arya, A., Wong, E. H., ... & Koshy, S. (2019). Bacopa monnieri, a neuroprotective lead in Alzheimer disease: a review on its properties, mechanisms of action, and preclinical and clinical studies. *Drug target insights*, 13, 1177392819866412.
- Abdul Manap, R., & Shao, L. (2015). Non-distortion-specific no-reference image quality assessment: A survey.
- Alvord, S. H., Brown, L. D., & Letts, C. W. (2004). Social entrepreneurship and societal transformation: an exploratory study. *Journal of Applied Behavioral Science*, 4(2), 262–282.
- Aripin, Z., Suganda, U. K., & Kusumah, A. Z. (2022). Marketing intelligence: Innovation ability to anticipate global competition. *International Journal of Research in Business and Social Science* (2147-4478), 11(1), 328-339.
- Aschbacher. M. C and J. Sablik. (2019). Innovative Leadership Style for Industrial Companies. *J. Business and Management*, 7(2), 45–50.
- Bagheri, H., Manap, M. Y. B. A., & Solati, Z. (2014). Antioxidant activity of Piper nigrum L. essential oil extracted by supercritical CO₂ extraction and hydro-distillation. *Talanta*, 121, 220-228.
- Basadur, M. (2004). Leading others to think innovatively together: Creative leadership. *The Leadership Quarterly*.
- Bima Katangga. (2019). Azwar Anas dan Inovasi Kepala Daerah, Studi Kepemimpinan Proneis. *International Jurnal IAPA*.
- Brown, H. (2008). Knowledge and Innovation: A Comparative Study of the USA, the UK, and Japan. *Routledge*. Budiraharso, S. A. (2014). *Risma : Perempuan Hebat dan Fenomenal*. Sinar Kejora.
- Denti. L. (2012). Leadership And Innovation In Organizations: A Systematic Review Of Factors That Mediate Or Moderate The Relationship. *J. Innovation Management*, 16(3), 1–20.
- Desfitawarni, Syamsurizaldi, S., & Fatimah, F. (2022). Kepemimpinan Inovatif Walikota Payakumbuh Dalam Membangun City Branding “Payakumbuh, The City of Randang.” *Kolaborasi : Jurnal Administrasi Publik*, 8, 138–155.
- Egrita, B., W. M. (2013). Hubungan antara Kepemimpinan Transformasional, Budaya Organisasional, Komunikasi organisasi, terhadap Kinerja Pegawai.
- Ekvall, G. and K. A. (2010). Change-centered leadership: An extension of the twodimensional model. *Scandinavian Journal of Management*, 7, 17–26.
- Guba, L. dan. (1985). *Naturalistic Inquiry*. Sage Publication.
- Hastutik, S., Agus Yulistiyono, S. E., Nurofik, A., Lesi Hertati, S. E., ACPA, M. S. A. C. C., CLAC, C. C., ... & Darmaesti, S. E. (2022). *KONSEP DASAR SISTEM INFROMASI MANAJEMEN*. Cendikia Mulia Mandiri.
- Hemlin, S, C. A. and B. M. (2008). Creative knowledge environments. *Creativity Research Journal*, 20, 196– 210.
- Illies, R. P. R. and J. J. (2004). Leadership and creativity: Understanding leadership from a creative problem- solving perspective. *The Leadership Quarterly*, 15, 55–77.
- Jaudi. (2020). Kepemimpinan inovatif dalam pengembangan organisasi dan team. *Southeast Asian Journal of Islamic Education Management*, 1(2), 147–154.
- Keatinge, J. S. Y. and D. (2004). Innovative Leadership And Management In A Nursing Home. *J. Nursing Management*, 12(2), 445–451.

- Lumpkin, G.T., and Dess, G. G. (2001). Linking Two Dimensions of Entrepreneurial Orientation to Firm Performance: The Moderating Arole of Environment and Life Cycle. *Journal of Business Venturing*, 16, 429–451.
- Manap, A. (2018). Pengaruh pendapatan nelayan terhadap gaya hidup masyarakat di desa gambus laut Kecamatan Lima Puluh Kabupaten Batubara (Doctoral dissertation, Universitas Islam Negeri Sumatera Utara).
- Miles, M., Huberman, & S. (2014). *Qualitative Data Analysis, A Methods Sourcebook* (3rd ed.). Sage Publication.
- Mumford, M. and S. G. (2009). Creativity syndrome: Integration, application, and innovation. *Psychological Bulletin*, 27–43.
- Mumford, MD, GM Scott, B. G. and J. S. (2002). Leading creative people: Orchestrating expertise and relationships. *The Leadership Quarterly*, 13, 705–730.
- Ramli, M. (2017). Kepemimpinan Inovatif Dalam Implementasi Kebijakan Strategis Pemerintah Kota Makassar. *JPP (Jurnal Politik Profetik)*, 5(2), 168–184.
- Rogers, E. M. (1983). *Diffusion of Innovations* (Third Edit). Macmillan Publishing Co., Inc.
- Thoha, M. (2010). *Birokrasi Politik di Indonesia*. Rajawali Press.
- Sepahpour, S., Selamat, J., Abdul Manap, M. Y., Khatib, A., & Abdull Razis, A. F. (2018). Comparative analysis of chemical composition, antioxidant activity and quantitative characterization of some phenolic compounds in selected herbs and spices in different solvent extraction systems. *Molecules*, 23(2), 402.
- Shirazi, N. S., & Manap, T. A. A. (2005). Export-led growth hypothesis: Further econometric evidence from South Asia. *The Developing Economies*, 43(4), 472-488.
- Suganda, U. K. (2022). Reducing turnover intention: The mediating role of work-life balance and organizational commitment. *International Journal of Business Ecosystem & Strategy* (2687-2293), 4(3), 01-12.
- Suganda, U. K., Egiani, D., & Sugiarti, I. (2021). The Influence of Product Quality and Brand Image on Customer Loyalty Of “Little Hanna” Muslim Clothing. *Review of International Geographical Education Online*, 11(3), 1498-1503.
- Suganda, U. K., Oktavia, P., & Fridayanti, V. D. (2021). The Effect of Experiential Marketing and Service Quality on Customer Loyalty of Domino's Pizza in Cirebon City. *Review of International Geographical Education Online*, 11(6), 772-777.
- Suganda, U. K., Oktavia, P., & Fridayanti, V. D. (2021). The Effect of Experiential Marketing and Service Quality on Customer Loyalty of Domino's Pizza in Cirebon City. *Review of International Geographical Education Online*, 11(6), 772-777.
- Suganda, U. K., Theresia, M. P., & Wijaya, H. A. (2022). Antecedent of green purchase behavior: Cases of Indonesia. *International Journal of Business Ecosystem & Strategy* (2687-2293), 4(1), 01-10.
- Thompson, J. L. (2002). The World of the Social Entrepreneur. *International Journal of Public Sector Management*, 15(5), 412–431.