

## Synergy of Authority and Innovation of Female Village Heads' Leadership in Creating Advanced and Competitive Villages (Case Study of Ketegan Village, Pasuruan)

Azizatun Nisa' Irsyadiyah \*, Muhammad Thohir, Mardiyah

Universitas Islam Negeri Sunan Ampel Surabaya

Jl. Ahmad Yani No.117, Jemur Wonosari, Kec. Wonocolo, Surabaya, Jawa Timur 60237, Indonesia

### Article Info

#### Article history:

Received November 17, 2024

Revised November 20, 2024

Accepted November 28, 2024

#### Keywords:

Authority  
Innovation  
Synergy

### ABSTRACT

Based on the Indonesian Nutrition Status Survey (SSGI) in 2022, this study evaluates the leadership of the female village head of Ketegan Village in building synergy of authority and innovation to realize an advanced and competitive village. Through a qualitative approach and case study, the results show that the participatory leadership of the village head has succeeded in increasing community participation and advancing village development. The three pillars of leadership used play an important role in building solidarity between the village government and the community.

This is an open access article under the [CC BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license.



### Corresponding Author:

Azizatun Nisa' Irsyadiyah  
Universitas Islam Negeri Sunan Ampel Surabaya  
Email: azizahtunnisairsyadiyah@gmail.com

### INTRODUCTION

Women's leadership is now not too difficult to find in the government of Indonesia. Even now, women's leadership can be found at the village government level, such as a woman elected as the village head. Participatory village development is built due to good cooperation between the community and the village head. The community gives trust and good support to their leaders for all aspects of development that have become the work program of the leader's regulation. Therefore, the progress or failure of development is usually a measure of the success of a village head in leading. The biggest obstacle for women to be elected and serve in public positions is the cultural understanding and customs of a patriarchal society. Villages, in particular, are still heavily dominated by traditional societies that have traditional views of women. Women are considered incompetent to lead and manage the government (Salim & Triwardhani, 2023)

This has led to stereotypes where society considers women to be weak, unable to think rationally and seen as second. The progressive interpretation of women, who were initially portrayed as weak, stupid, and numbered, became people who were considered to have qualified capacities even in the private sphere of domestic-public life (Bestari, 2018). Leadership issues in all lines of government have always been an inhibiting factor in development, even though the distribution of authority and resources at the government level has been well implemented, as well as at the village government level, so many elected village heads are entrusted with the authority to carry out leadership and drive development in the village, however, it is ironic

that the village head who should be the driving force of development in the village does not have the ability to carry out his duties, in other words, development has stagnated due to the poor leadership quality of the village head (Jusriadi et al., 2020). Law No. 6/2014 on Villages clearly regulates village development and rural area development. Article 78 of the Village Law outlines the purpose of Village development is to improve the welfare of the Village community and the quality of human life as well as poverty reduction through the fulfillment of basic needs, the development of Village facilities and infrastructure, the development of local economic potential, and the sustainable use of natural resources and the environment.

The context of leadership behavior, according to Kouzes and Posner (2012) in his book *The Leadership Challenge* identifies five leadership behaviors to state that to be a good and ideal leader, one needs five principles in attitude, namely: (1) Model the way, which is to encourage leaders to behave in the same way and encourage others to behave, with their perceptions and values (2) Inspired a shared vision, which means focusing on developing a vision and a set of goals that everyone in the organization cares about (3) Challenge a process, which is encouraging people to be innovative to make changes (4) Enabling others to act, which is encouraging people to create a safe and trusting environment for people to collaborate, experiment and (5) Encouraging the heart, which is on sincerity, including sincere celebrations aimed at recognizing the success of the community (Rahmanuddin & Sumardjo, 2018).

The authority and synergy of the leader must be adept at carrying out his leadership, if he wants to be successful in carrying out his duties. Leadership there is a relationship between humans, namely the relationship of influence (from the leader) and the relationship of obedience of the followers / subordinates because it is influenced by the authority of the leader (Nursholikah, 2016). In the sense that the success and compliance of members is the responsibility of the leader as an example for them with the ability of the village head to harmonize the entire system in the organization, in order to be able to work, mutual synergy, it is necessary to have an understanding in carrying out the discipline of the rules for carrying out the duties of village officials in order to create good cooperation. This discipline is expected to be able to raise the awareness of each village apparatus in working properly by complying with existing rules, in order to achieve predetermined organizational goals (Solong et al., 2022).

The General Guidelines for the Implementation of the Village Innovation Program (2018) explains that Village innovation is the process of developing knowledge, skills and experiences learned from the results of Village work in implementing existing or new Village development in the form of goods or services that can provide added value in a sustainable manner, both through infrastructure development, human resource management, economic and socio-cultural. One alternative to realizing village economic development is local economic development. Local economic development is a process where local governments and communities are involved to encourage, stimulate, maintain, business activities to create jobs both in the realm of community business development, as well as village-initiated businesses through (BUMDES) Village-Owned Enterprises (Nurwanda & Badriah, 2020).

In previous studies, there have been many discussions related to the leadership of female village heads, including an article entitled "Exploring the Leadership Style of Female Village Heads in Implementing Development: Case Study of Sukaluyu Village, East Telukjambe Sub-district, Karawang Regency", this research examines how participatory leadership style dominates and influences village development through Hersey and Blanchard's situational leadership theory. The research shows that participative leadership encourages harmonious relationships between the village government and the community, which significantly accelerates village development. In addition, this study highlights the use of consultative leadership to bridge information and services, increasing community participation in various development programs (Tsani et al., 2024). As in another article, namely "Representation of Feminism in Women's Leadership in Madura (Study of the Success of Female Village Heads Making Bunder Village a Workshop Village and Self-Sufficient Village)" the success of the leadership of the female village head during her reign can develop Bunder Village from a traditional village to a Workshop and Self-Sufficient village. The collaboration of feminist values on village leadership is the basis for the female village head to make Bunder Village a workshop village and a self-sufficient village (Utaminingsih et al., n.d.).

From the results of interviews with the village head's mother, the number of problems related to the leadership of the female village head itself is not new and has been encountered a lot, the political journey in Ketegan village was discussed because of the change from the male village head to the female village head. However, at the time of the election of the current Ketegan village head, he only capitalized on a high social spirit to the community so that with his good behavior to the community, the community was convinced and believed in choosing him as the village head, therefore Ketegan village was led by a female village head, by implementing a leadership strategy that was built in organizing government for the progress of the village and also solving problems related to poor villages because of the total population of 1,458 people, around 2.13 villagers who received assistance from the government recorded in the diagram below according to what was recorded in the village secretary.



Mr. Suliswanto's success in leading Ketegan Village was felt but much needs to be improved in terms of infrastructure. He has succeeded in improving the standard of living of the community through various empowerment programs. After being elected as village head, Ibu Ma'rufah is committed to continuing the development that has been pioneered by the previous village head. With her experience and the full support of the community, Ibu Ma'rufah is confident that she can bring Ketegan Village into a more advanced and prosperous village. The success of the leadership of the female village head in Ketegan Village is not only reflected in the success of development programs, but also in changes in the attitudes and behavior of the residents. Through a participatory leadership approach, the village head is able to embrace all elements of society, encourage collaboration, and create a strong sense of belonging to the village. Under Ms. Ma'rufah's leadership, Ketegan Village has undergone a remarkable transformation. The village's human development index has increased rapidly, reflected in improved quality of life, access to health and education services, and a reduction in poverty.

The results of temporary observations, that the leadership of female village heads in Ketegan Pasuruan village looks significant to the success of Ma'rufah's leadership style. This is due to the many developments that took place during her term of office that were so obvious such as the construction of drainage, changes in drainage covers, landfills, the construction of village gates, and bridges. In addition to the successes achieved, Mrs. Ma'rufah's leadership also faced challenges from various parties. The community's views were divided, with most being supportive, while others were dissatisfied with some decisions made regarding village programs and community activities. Ibu Ma'rufah always held regular meetings in each hamlet every three months, commonly known as MUSDUS. These meetings were held to accommodate the aspirations of the community for the progress of the village, village development and village activities. Through this deliberation, which is attended directly by the village government, BPD members, Rt Rw in each hamlet, residents can convey their aspirations directly for the good of the village and find solutions together before the actions taken are considered futile by residents or not in accordance with their wishes.

From the explanation, this research measures the success of the leadership of female village heads with 3 leadership models, namely synergy, authority and innovation. This research is expected to provide success in building enthusiasm and sensitivity about leadership that can affect social change, not only that researchers can also measure the success of women's leadership with male leadership in Ketegan Pasuruan village.

## METHOD

Research using PAR Participatory Action Research method is a research approach that involves researchers and participants to overcome problems that occur in society, and combined with qualitative methods is research used to investigate, find, describe, and explain the quality or features of social influences that cannot be explained, measured or described through quantitative approaches. the use of qualitative methods in data collection, namely observation, interviews, or document review (Alfani et al., 2024). The use of this qualitative method is based on several considerations. first, adjusting qualitative methods is easier when dealing with reality in general. second, this method presents directly the nature of the relationship between researchers and respondents. third, this method is more sensitive and more able to adjust to many sharpening joint influences on the value patterns encountered.

The research location conducted by researchers in collecting data is in Ketegan Village, Rejoso District, Pasuruan Regency, East Java, zip code 67181. The resource person in this research is the head of Ketegan village, Mrs. Isnail Ma'rufah. This research applied three data collection techniques: 1) Observation, this technique is carried out by researchers by surveying or going directly to the field to collect as much data as

possible from the field as well as observing the performance of the village head; 2) Interviews, with this technique researchers will get more accurate data that is not obtained during observation. Interviews aim to obtain data related to the success of synergy, authority, and innovation; 3) Documentation, used by researchers to find physical and non-physical data regarding village development that supports an advanced and competitive village.

## RESULTS

### 1. Strategies in Female Village Head Leadership

The leadership of a female village head requires synergy and support from residents and the village government with good coordination and communication that continues to be actualized in order to minimize the occurrence of misunderstandings and mismatches of expectations. The synergy of authority, in the context of Ibu Ma'rufah's leadership, refers to the ability to combine leadership authority with a participatory approach. This allows her to gain support from various elements of the community, while maintaining respect and discipline within the village administration, especially women, by holding regular meetings with PPK mothers and providing opportunities for women's empowerment through participation in village activities such as posyandu, mother and child schools. With a participatory approach, they empower the community to be actively involved in decision-making, which results in sustainable and innovative solutions to village problems.

The synergy that has been built needs to be supported by an organizational apparatus led by the village head. These organizational tools provide optimization of programs and activities that support the program by dividing the authority in charge of improvement according to existing indicators. This division results in synergy programs and activities being implemented (Fatmawati, 2021). The village head's ability to establish relationships with external parties such as the private sector, between village heads and also NGOs, by maintaining good relationships and collaboration can also provide benefits by working together, organizations can learn from the success of other organizations and encourage continuous progress and development.

Ibu Ma'rufah as the village head not only builds relationships with the external sector but also must be a bridge between the village government and community members, the synergy of community participation is also the key to the success of the leadership of the female village head in building a developed and developing village, by actively involving the community, the female village head can indirectly create conducive, democratic village conditions and the growth of village potential in improving community welfare. Ibu Ma'rufah also opened several entrepreneurship trainings by encouraging the community to open their own business opportunities at home as the main livelihood for residents by utilizing the local potential of the village and also the use of technology.

Pros and cons were encountered by Mrs. Ma'rufah in opening the training, many of the villagers succeeded in taking advantage of it by opening their own products, in this activity Mrs. Ma'rufah was not alone she was assisted by the village government and knn students in providing socialization for branding MSMEs of residents' businesses so that they could have their own brands so that they could gain profits and more widespread sales marketing. by going door to door students offer updates related to entrepreneurship, By going door to door, students offer updates related to online marketing which is easier and faster, but not many of the residents accept it well due to the lack of adequate facilities and also a lack of knowledge related to the digital market so that residents complain if they have to market their business online such as a lack of cellphones and also a lack of preparation if they get a lot of orders from consumers, resulting in fear of production failure if they have to take a lot of orders that make business people rethink, therefore the KKN team provides facilities in the form of making banners as a sign of MSME production, pamphlets for selling during bazaars, product stickers on packaging and also logo designs that we have adjusted to their wishes. With the right strategy and strong commitment, according to Mrs. Ma'rufah, she will always strive to have a positive impact on the Ketegan villagers themselves with changes and ideas from the KKN team supported by the village government that have a positive impact on residents and a developed village economy.

Leadership is a process of one's activities to mobilize others by leading, guiding, influencing others, to do something so that the expected results are achieved (Mukhammad Alfani, Moh Hilmi Badrut Tamam, Muhid, 2023). It is not easy for village heads to lead their communities in carrying out development, especially if their human resources are still very limited in knowledge (Nandang et al., 2022).



**Figure 1. Business Banner Submission**

## 2. Authority in Leadership

Authority can be defined as the ability of a village head to lead and guide villagers in demonstrating the ability to provide effective guidance, motivation, and support (Akramullah, n.d.). Authority leads to the success of a village head as a result of a combination of competence, integrity, and the ability to foster positive relationships with the community. Despite the challenges they face, village leaders have a significant opportunity to bring positive change to the village. With the support of many people, a leader can provide inspiration and opportunities for residents to take part together to build a developed and competitive village.

In an open discussion with Mrs. Ma'rufah, she explained that being a village head not only has an authoritative attitude but also must show a firm and fair attitude in its leadership, firmness in leadership shows that as a village head must dare to make decisions firmly, consistently and accountably. Justice in leadership must also be shown by providing fair treatment regardless of social status and religion.

In addition to assertiveness, justice and authority instilled by Mrs. Ma'rufah as the village head, she always maintains openness to innovation and change that can respond to challenges in a constructive and proactive manner. As an authoritative village head, she is able to manage the budget well, plan useful work projects and ensure all programs run smoothly according to plan. Adaptability in the face of social, economic and environmental changes can affect the community, and authority is built when the village head can demonstrate flexibility and expertise in managing change, while maintaining the village's vision and mission.

An assertive leader can set clear expectations for his or her team, especially regarding quality of work and deadlines, and standards of professional behavior. By providing strong direction, the leader ensures that all team members understand what is expected of them and strive to achieve the standards that have been set. This not only helps maintain work quality but also improves performance as it reduces misunderstandings and confusion regarding each team member's role. Assertive leaders also create the conditions for quick and effective decision-making, managing difficult or crisis situations (Y. Syafitri et al., 2024).

## 3. Inovation for Village Development

In implementing development innovations, the village government always applies 3K, namely communication, consultation, and coordination. This is done by the village head so that there are no mistakes in decision making and mistakes in action. In addition, the village head is also open in receiving criticism and suggestions from various parties, this is done by the village head by involving members in decision making. In implementing village development innovations, there are several obstacles, namely the availability of not much funding which makes it a challenge for the village head and his staff in managing village funds (Andarista & Kriswibowo, 2023).

The actions taken by Ibu Ma'rufah, namely by considering the priority scale in making decisions so that all needs can be met properly in accordance with the village funds obtained, reflect effective resource management methods. By setting clear priorities, Ibu Ma'rufah ensures that the budget is allocated appropriately to projects that impact the welfare of the community. For example, the budget can be allocated to basic infrastructure projects such as roads, education and health facilities that are indispensable, developing long-term programs that promote village economic growth, such as innovative agriculture or skills training. In addition, transparency and community participation in the program planning process are needed, so that decisions made fully reflect the needs and desires of villagers.

In this way, Ibu Ma'rufah builds trust and community involvement in village development and manages the budget well. This ensures that every step taken is in line with sustainable development goals. Ibu Ma'rufah also applies the principles of transparency and accountability in the management of village fund resources, so that the community can actively monitor and be directly involved in every stage of planning and implementation of activities, by holding discussion forums such as MUSDUS as a space for residents to convey input and criticism that ensures that decisions taken really suit their needs.



With the holding of MUSDUS decisions for development in the village, a small part of the community is involved by providing aspirations and proposals as well as ideas and ideas related to village development through MUSDUS. To increase community participation in village development, the village government fosters an environmentally friendly attitude, fosters the ability of the community to develop the village and fosters the decision-making process through village meetings attended by all village officials, a small part of the community and religious leaders who discuss village development planning (Samaun et al., 2022).



Figure 2. MUSDUS Activities Village Meeting

#### 4. Realizing Advanced and Competitive Villages

In realizing a developed and developing village, the role of the village government is to be responsible for economic progress, infrastructure, development and even education in the village. Because with government programs, economic growth, education, development, governance can be assessed as good or bad development in a particular area. This is reflected in the responsibility of the village government in implementing these programs for the benefit of the community. This shows the role of the government in serving the community, namely to realize a prosperous and peaceful society, in terms of governance, village development, community development and community empowerment, it is necessary to prepare a village medium-term development plan (RPJMD) (N. Syafitri et al., 2022)

Ibu Ma'rufah advised that to make the village advanced and competitive, a comprehensive and sustainable approach is needed. To make local people able to innovate and meet the demands of the job market, the first thing to do is to improve the quality of their education and skills. In addition, economic growth relies heavily on the development of adequate infrastructure, which includes access to technology, health facilities, and road infrastructure. To encourage local entrepreneurship, it is crucial to support micro, small and medium enterprises (MSMEs) through training and market access.

After the training and socialization program has been completed, an evaluation needs to be conducted to determine the effectiveness of the program. Evaluation can be conducted through surveys or questionnaires to training participants and village communities, as well as by observing changes or improvements in the financial management of MSMEs after attending the training and socialization program. By taking steps such as: Identifying local needs and potentials, Forming an implementation team, Designing training programs, Developing socialization plans, Implementing training and socialization programs, Evaluating training and socialization programs in a structured and effective manner, it is expected that socialization and training programs on financial bookkeeping can provide significant benefits for MSMEs and village communities, and help them manage their finances properly and correctly (Indiraswari et al., 2023).

It is unfortunate that the role of youth in encouraging innovation and creativity in village development is less participated by Ibu Ma'rufah, many of them work outside the village so they do not spend much time in their own village, this raises concerns that the younger generation does not utilize the great potential for village progress. Therefore, there needs to be a planned effort to involve all levels of society in the development process, not just the youth. To ensure equitable contributions, inclusive approaches, such as holding training programs for all ages or forming cross-generational working groups, can help. Villages can capitalize on the diversity of skills and experiences by involving the entire community in various aspects of development to create more effective and sustainable innovations.

The efforts made by Mrs. Ma'rufah prioritize MSME training and branding in the hope of increasing the potential for increased sales and expanding the market sector, in this case Mrs. Ma'rufah continues to work with the city government to help with understanding and knowledge through seminars or training. Products developed by local residents are expected to enter a wider market with a focus on product development and digital marketing. Challenges such as limited capital and competition with similar products still need to be addressed. As a solution, small and medium enterprises (MSMEs) have been facilitated by the city government through mentoring programs and access to capital. It is expected that MSMEs in this region can develop and become one of the sources of community income with good synergy between the government, MSME players,

and the community. With the advancement of Ketegan village MSMEs, it is hoped that it can advance the potential of the village which can increase village income and reduce the village poverty rate so that it can prosper the villagers. Efforts that can be made to help move the village economy to be more advanced and developed are through village entrepreneurship that is oriented towards processing the local potential of the local village. This is because the entrepreneurship sector will encourage the acceleration of community welfare and become one of the strategies in growing the village economy (Maunah, 2016).

## CONCLUSION

Successful leadership of a female village head depends not only on one's own abilities, but also on the ability to foster cooperation between the various parties involved, including the private sector, government, and community. This synergy ensures that all parties are involved in planning and implementing relevant and impactful development programs. The authority of women as village heads is essential to foster trust and encourage the community to actively participate in the development process. Innovation, on the other hand, is essential to drive sustainable economic and social growth and address local challenges with innovative and adaptive solutions. Overall, a female village head who can combine the synergy of authority and innovation will build a solid foundation for the progress of Ketegan Pasuruan Village. Going forward, it is recommended that village heads more actively engage the younger generation and increase digital technology-based entrepreneurship training to expand the market for village MSME products.

## REFERENCES

- [1] Akramullah, M. A. (n.d.). Faktor-Faktor Keberhasilan Kepemimpinan Kepala Desa Transtanjungan Kecamatan Katibung Kabupaten Lampung Selatan Periode 2015-2017. Universitas Islam Negeri Raden Intan Lampung.
- [2] Alfani, M., Ichwan, A. A., Rahmayani, D., & Ulumuddin, I. (2024). Analisis Tingkat Kepedulian Masyarakat Desa Jeladri Winongan Kabupaten Pasuruan Terhadap Kesehatan Lingkungan (Observasi Tim Mahasiswa KKN 72 Uinsa Surabaya). *Kesehatan Lingkungan Mandiri*, 3(1), 17–31. <https://doi.org/https://doi.org/10.33761/jklm.v3i1.1720>
- [3] Andarista, M. V., & Kriswibowo, A. (2023). Kepemimpinan Transformasional Kepala Desa Dalam Inovasi Pembangunan Desa Di Desa Sugiharwas Kecamatan Candi Kabupaten Sidoarjo. *Ekonika : Jurnal Ekonomi Universitas Kadiri*, 8(1), 1–23.
- [4] Bestari, A. N. (2018). Akseptabilitas dan Kapabilitas Kepala Desa Perempuan dalam Pemerintahan Desa. 2(1).
- [5] Fatmawati, S. (2021). Peran Kepemimpinan dalam Sinergi antar Dinas di Pemerintahan Daerah: Studi Program Percepatan Peningkatan Status Kemajuan dan Kemandirian Desa di Provinsi Kalimantan Barat. *Jurnal Kawistara*, 11(2), 115. <https://doi.org/https://doi.org/10.22146/kawistara.v11i2.63587>
- [6] Indiraswari, S. D., Zakaria, F. A., Gulton, A. F., & Tursini, U. (2023). Pemberdayaan Usaha Mikro Kecil dan Menengah Mewujudkan Desa Maju di Era Society 5.0. *Jurnal Pengabdian Kepada Masyarakat*.
- [7] Jusriadi, A., Kamaluddin, L. A., & Aljurida, A. M. A. (2020). Kualitas Kepemimpinan Kepala Desa Dalam Pembangunan Di Desa Erabaru Kecamatan Tellulimpo Kabupaten Sinjai. *Jurnal Ilmiah Pranata Edu*, 2(1), 17–23. <https://doi.org/https://doi.org/10.36090/Jipe.V2i1.601>
- [8] Maunah, B. (2016). Implementasi Pendidikan Karakter Dalam Pembentukan Kepribadian Holistik Siswa. *Jurnal Pendidikan Karakter*, 1. <https://doi.org/https://doi.org/10.21831/jpk.v0i1.8615>
- [9] Mukhammad Alfani, Moh Hilmi Badrut Tamam, Muhid, I. L. A. M. (2023). Kedudukan Wanita dalam Islam (Telaah Hadis-hadis Misoginis Menurut Moenawar Chalil). *Jurnal Al-Fath*, 17(2), 80–104. <https://doi.org/https://doi.org/10.32678/alfath.v17i2.9622>
- [10] Nandang, Wanta, & Pranata, R. M. (2022). Peran Kepemimpinan Kepala Desa Dalam Mengembangkan Umkm Desa Karya Mulya. *Jurnal Manajemen & Bisnis Kreatif*, 8(1), 61–69. <https://doi.org/https://doi.org/10.36805/manajemen.v8i1.2965>
- [11] Nursholikah, I. (2016). Analisis Kepemimpinan Kepala Desa Perempuan Dalam Meningkatkan Pelayanan Masyarakat. *Jurnal Civic Hukum*, 1(2), 74. <https://doi.org/https://doi.org/10.22219/jch.v1i2.10623>
- [12] Nurwanda, A., & Badriah, E. (2020). Analisis Program Inovasi Desa Dalam Mendorong Pengembangan Ekonomi Lokal Oleh Tim Pelaksana Inovasi Desa (Pid) Di Desa Bangunharja Kabupaten Ciamis. *Dinamika : Jurnal Ilmiah Ilmu Administrasi Negara*, 7(1).
- [13] Rahmanuddin, M., & Sumardjo, S. (2018). Pengaruh Kepemimpinan Kepala Desa terhadap Tingkat Partisipasi Masyarakat dalam Pemanfaatan Dana Desa (Desa Pamijahan, Kecamatan Pamijahan, Kabupaten Bogor, Jawa Barat). *Jurnal Sains Komunikasi Dan Pengembangan Masyarakat [JSKPM]*, 2(1), 133–146.
- [14] Salim, S., & Triwardhani, I. J. (2023). Gaya Komunikasi Kepala Desa Perempuan dalam Manajemen Konflik Di Pemerintahan Desa. 3(1).
- [15] Samaun, R., Bakri, B., & Mediansyah, A. R. (2022). Upaya Pemerintah Desa Mendorong Partisipasi Masyarakat Dalam Pembangunan Desa Oluhuta Kecamatan Atinggola Kabupaten Gorontalo Utara. *Hulondalo Jurnal Ilmu Pemerintahan Dan Ilmu Komunikasi*, 1(1), 18–33. <https://doi.org/https://doi.org/10.59713/jipik.v1i1.18>
- [16] Solong, A., Sartika, & Dzulqarnain. (2022). Analisis Gaya Kepemimpinan Kepala Desa Dalam Meningkatkan Kinerja Aparat Pemerintah Desa di Desa Tenri Pakkua Kecamatan Lapparijaja Kabupaten Bone. *Journal of Government Insight*, 2(1), 138–149.
- [17] Syafitri, N., S., N., & Soddad, A. (2022). Peran Pemerintah Desa Dalam Mewujudkan Desa Mandiri Di Desa Sungai Pinang Kecamatan Tambang Kabupaten Kampar. *PUBLIKA : Jurnal Ilmu Administrasi Publik*, 8(1), 81–91. [https://doi.org/https://doi.org/10.25299/jiap.2022.vol8\(1\).9301](https://doi.org/https://doi.org/10.25299/jiap.2022.vol8(1).9301)

- 
- [18] Syafitri, Y., Dema, H., & Syarifuddin, H. (2024). Analisis Gaya Kepemimpinan Kepala Desa dalam Meningkatkan Disiplin Kerja: Kasus Desa Taulan Menggunakan Nvivo. *PAMARENDA : Public Administration and Government Journal*, 4(1), 29–41.
- [19] Tsani, N. F., Atthahara, H., & Azijah, D. N. (2024). Mengeksplorasi Gaya Kepemimpinan Kepala Desa Perempuan Dalam Melaksanakan Pembangunan: Studi Kasus: Desa Sukaluyu Kecamatan Telukjambe Timur Kabupaten Karawang. 4.
- [20] Utaminingsih, A., Sabariman, H., & Riniwati, H. (n.d.). Representasi Feminisme Pada Kepemimpinan Perempuan Di Madura.