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The Role of Local Leadership in Promoting Community Participation in Gampong Village's Development as a Tourism Village Case Study: Gampong I Tourism Village

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Abstract: Gampong Tourism Village is a tourist village known for its weaving crafts and has great potential in developing community-based tourism. The success of developing a tourist village not only depends on the potential of natural and cultural resources, but also on the role of local leadership in encouraging community participation. This research uses qualitative methods with data collection techniques through interviews, observation and documentation. The results of this research show that local leadership has a role in encouraging community participation, especially in creative economic activities which are a tourist attraction. However, this role is not yet fully optimal because some of the assistance and coaching programs provided are still temporary and not accompanied by ongoing education and assistance. This research aims to determine the roles and strategies carried out by local leaders in mobilizing the community to be active in developing tourist villages.

Keywords: Local Leadership; Community Participation; Tourism Village Development; Tourism Village; Crafts.

A. Introduction

The development of tourism villages is a strategic tool for promoting economic equality and the preservation of local wisdom (Kartika & Muchtar, 2023). This is supported by data showing an increase in the number of tourism villages in Indonesia, which reached 4,674 villages in 2023 (Ginjar et al., 2024). Through sustainable development strategies, the preservation of cultural and natural heritage can

be realized by actively involving village communities (Widiono & Fathurrahman, 2023). In this context, the preservation of customs and traditions is not only an added value but also a key main attraction for rural tourism destinations (Sugiyarto & Amaruli, 2018). However, the benefits of tourism are often unevenly distributed and felt only by certain groups (Astuti & Suyatno, 2025). This inequality is often



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caused by an unbalanced distribution of power among local.

This phenomenon is also evident in Gamplong I Village, Sleman Regency, which relies on its cultural heritage and traditional weaving crafts as its main attractions (Setyowati et al., 2023). The implementation of community-based tourism should provide democratic access for local residents to manage and fairly benefit from its outcomes (Prakoso & Pravita, 2018). Additionally, this sector aims to improve the standard of living for the community through the management of local resources. However, community involvement in Gamplong I Village remains inconsistent, particularly due to the lack of interest among the younger generation in continuing the weaving craft tradition (Ulum & Dewi, 2021). Another issue that has emerged is the slow decision-making process, which hinders the implementation of village development programs (Rahul et al., 2025).

In the face of these challenges, the leadership of the village head is a key determinant in policy-making and planning (Damaiyanti & Sukmana, 2024). Leadership is defined as the ability to inspire members to achieve the desired success (Bormasa, 2022). The most relevant leadership model in the dynamics of a tourism village is transformational leadership, which focuses on motivating residents and changing their mindset (Bormasa, 2022). This leadership style is necessary to enhance communication capacity for the success of tourism development. Additionally, leaders must be able to establish effective communication and facilitate sustainable community engagement (Amalia & Hanif, 2024). The implementation of appropriate strategies by leaders is crucial for sustaining rural tourism growth (Widiono & Fathurrahman, 2023).

However, previous research still has its limitations. A study in Gamplong I Tourism Village showed that despite thorough planning, significant challenges still arose during the implementation phase in the field. On the other hand, community leadership and participation have been recognized as keys to development success (I. Bagus & Pujaastawa, 2023). However, studies integrating community leadership and participation within the context of tourism village governance based on local wisdom

remain limited (Damaiyanti & Sukmana, 2024). This study aims to bridge this gap by examining the effectiveness of local leaders in mobilizing participation and addressing the crisis of artisan succession. Based on this, the study proposes the hypothesis that local transformational leadership has a positive effect on community participation in supporting the sustainability of Gamplong I Tourism Village.

B. Literature Review

1. Transformational Leadership Theory

Leadership is the process by which an individual influences a group of people to achieve a common goal (Northouse, 2013). The concept of transformational leadership was first proposed in 1978 as a process of mutual influence aimed at achieving predetermined goals (Sutrisno et al., 2023). This theory was later refined by Bernard M. Bass, who stated that transformational leaders are able to inspire people to achieve more than their initial expectations (Givens, 2008). This approach relies on four key characteristics: ideal influence, inspirational motivation, intellectual stimulation, and individual consideration, which are reflected in a leader's ability to communicate a vision and pay attention to team members' needs (Basirun & Turimah, 2022).

By convincing subordinates to implement these dimensions, a leader can foster a high level of dedication, commitment, and loyalty that improves work performance (Sutrisno et al., 2023). In the context of tourism village development, this leadership model is put into practice by encouraging community involvement, stimulating creative thinking to face challenges, acting as a role model, and respecting individual differences while maintaining unity (Saffiee et al., 2018).

2. Community Participation

Community participation is the active involvement of residents in the decision-making, planning, implementation, and oversight of development, positioning them as the main subjects of the project (Firman, 2021). The level of this involvement is influenced by various social, economic, cultural, and environmental factors, alongside the expected benefits for the community (Darmayanti et al., 2021). To foster this engagement effectively, a two-way

communication approach must be prioritized, ensuring the community serves as an active partner through continuous dialogue rather than a passive recipient of information (Siregar, 2024). The role of a participatory local leadership style is crucial in driving this community engagement (N. Bagus & Sasmito, 2021). Leaders who create spaces for openness and dialogue make it easier to encourage residents to manage their tourism potential, which ensures both economic benefits and environmental sustainability (Suherlan et al., 2022). Ultimately, participation driven by effective local leadership will foster strong, mutually supportive cooperation between the community and village leaders (Fitriani, 2023).

3. Tourism Village Development

The development of tourism villages is the process of optimizing a village's potential as a living space that is integrated with tourism activities (Hidayah et al., 2024). This development requires careful long-term planning to utilize local characteristics in a balanced manner (Vidya Yanti Utami et al., 2022). The planning stage itself must involve identifying the village potential and mapping relevant stakeholders (Fifiyanti & Damanik, 2021). Furthermore, the overall success of a tourism village heavily depends on human resource quality, which must be enhanced through training so residents can manage their village independently (Peong et al., 2023).

In this process, local leadership plays a strategic role in coordinating activities and establishing transparent governance (Subejo et al., 2021). Effective leadership acts as a key driving force to manage tourism sustainably without neglecting the village cultural identity (Hutasoit et al., 2024). Community-based development demands active participation from residents in all stages of the program to foster a strong sense of ownership (Vidya Yanti Utami et al., 2022). Ultimately, strong collaboration between village leaders and their community serves as the main foundation for driving sustainable participation in Gamplong Village.

4. The Role of Local Leadership in Promoting Community Participation

Local leadership grows out of local cultural values and social structures, enabling leaders to better understand community problems and

needs (Utami & Munandar, 2021). In rural areas, this leadership is divided into formal leaders who handle administrative matters and informal leaders who hold high community trust (Hamim & Mahmud, 2025). Informal leaders often act as important coordinators who motivate the community and exert a dominant influence on decision-making. Therefore, local leaders play a crucial role that encompasses facilitating infrastructure, economy, and social development (Saritza et al., 2025).

To drive this development, leaders serve as mediators who bridge residents' aspirations with government programs. They also act as motivators who encourage residents to get involved and take ownership of village programs (Sabthazi et al., 2024). This involvement requires active mental and emotional engagement from individuals in contributing ideas to collectively achieve shared goals. Ultimately, strong collaboration between village leaders and their community will improve well-being and strengthen community resilience in facing changes (Nadhir, 2025).

C. Methods

This study employs a descriptive qualitative approach to produce an empirical description of social phenomena in the field (Nurrisa et al., 2025). The research focus is directed at the role of local leadership in encouraging community participation in the development of a tourism village. The research location was set in Gamplong I Hamlet, Sleman, Yogyakarta, as this area serves as the center of traditional weavers who have become the local cultural icon.

Research informants were selected using a purposive sampling technique to determine relevant subjects (Surokim et al., 2016). Primary data were obtained through in-depth interviews and direct observations, while secondary data were collected from official village document archives. All collected data were then analyzed using an interactive model encompassing the stages of data condensation, data presentation, and drawing conclusions systematically.

D. Result and Discussion

Gamplong I Village, located in Sleman Regency, Special Region of Yogyakarta, has evolved from a traditional weaving center that has existed since 1930 into an educational tourism village that

integrates cultural preservation and the creative economy. The village's main potential is collectively driven by the TEGAR Association, which supports local artisans. The village's tourism ecosystem is also supported by the presence of Studio Alam Gamplong, where village management collaborates to provide integrated tourism packages to strengthen branding and increase tourist visits. To map these dynamics, the study employed structured interviews designed based on theoretical frameworks to enhance the validity of field findings. The research indicators used are presented in Table 1.

Figure 1. Interview Instrument

Variable	indicators	Research Question Focus	Reference Sources
Local Leadership	Communication & Decision-Making	Leaders' strategies for becoming aspirational listeners and creating collaborative spaces for youth groups to become agents of change.	(Susilo et al., 2024)
Cultural Potential	History & Weaving Crafts	The village's historical identity and the projection of weaving crafts as flagship products to boost residents' income.	
Community Participation	Consultative Activities & Positive Impacts	The quality of resident involvement in village planning and the benefits of facility development for residents' well-being.	(Hardiyan to & Mustofa, 2025)

This study explores the role of local leadership in the development of Gamplong Tourism Village using James MacGregor Burns' (1978) theoretical framework of transformational leadership. Field findings indicate that local leadership in Gamplong Village plays a central role in fostering community participation, particularly in preserving the weaving craft as the main tourist attraction.

Based on the data collected, Gamplong I Village has been identified as the main center of the weaving craft in the Sumberrahayu region. A long history of weaving dating back to 1930 serves as a strong social capital. However, the effectiveness of current leadership shows varying results across each dimension of transformational leadership, as explained in the following analysis.

Figure 2. Analysis of Transformational Leadership Implementation

Leadership Dimensions	Forms of Implementation in the Field	Impact on Community Participation
Idealized Influence	The leader's openness in acknowledging infrastructure deficiencies and a proactive attitude in assisting residents in drafting the aspirations report.	Building strong public trust and support for the collective vision of village development.
Inspirational Motivation	Motivating residents to work together to build the village by shifting the focus from personal gain to collective well-being.	Encouraging tangible resident involvement in the weaving craft production process and tourism operations.
Intellectual Stimulation	Conducting regular village meetings every 35 days for evaluation, as well as initiating the use of digital marketing for woven products.	Creating opportunities for residents to voice business challenges and plan work programs.
Individualized Consideration	Proportional division of responsibilities across generations; the older generation focuses on weaving production, while	Creating an inclusive work environment where each individual contributes according to their expertise.

	the younger generation manages digital marketing.	
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This indicates that local leadership serves not only as a guide but also as a facilitator that encourages active and sustained community participation. The implementation of transformational leadership in Gamplong I Village demonstrates that each dimension of leadership contributes to increased community participation. The dimensions of inspirational motivation and intellectual stimulation appear to be the most dominant in encouraging resident engagement, particularly in tourism production and management activities. This indicates that local leadership functions not only as a guide but also as a facilitator of active community participation.

Although procedural participation has been successful, the tourism ecosystem in Gamplong I Village still faces two major challenges. These findings indicate limitations in the effectiveness of local government interventions, particularly regarding the sustainability of mentoring programs following the distribution of physical assistance. Furthermore, the low involvement of the younger generation in the production sector reflects a crisis of regeneration that has the potential to threaten the sustainability of the local weaving industry. This situation indicates that the sustainability of tourism village development depends not only on local leadership but also on the synergy between external support and the regeneration of human resources at the local level.

Local leaders have successfully fulfilled their roles as sources of idealized influence and inspirational motivation. This is evident in the high level of enthusiasm among adults participating in educational tourism activities. Leaders have successfully instilled the value that weaving is not merely an economic commodity, but a cultural identity to be proud of.

Although initial motivation was very strong, the aspect of intellectual stimulation was found to be suboptimal. Local leaders have not yet been fully able to encourage residents to think innovatively in the face of contemporary challenges. A tangible consequence of this limitation is the emerging crisis of succession among weavers.

The low interest among the younger generation indicates that communication strategies and empowerment programs have not yet resonated with the characteristics of modern youth. Data reveals barriers to managerial autonomy, as educational programs and technical mentoring have not been sustained. To address this, integration between traditional heritage and digital technology or contemporary fashion design is necessary to prevent the tourism ecosystem in Gamplong Village from stagnating. The logic underlying these findings is that community participation is directly proportional to the quality of leadership guidance. Leadership that focuses solely on mobilizing the masses without fostering innovation will result in only temporary participation. Conversely, a more incentive-based, personalized approach (Individualized Consideration) is needed to ensure that every segment of society, including young people, feels they have a role to play in the development of Gamplong Tourism Village.

E. Conclusion and Recommendation

This study concludes that local leadership in Gamplong I Village plays an essential role in the initial phase of empowerment through the implementation of the Inspirational Motivation dimension. Local leaders successfully forged a shared vision and reshaped the community's mindset to transform traditional weaving into an iconic tourism asset, resulting in high levels of active resident participation in managing educational tourism. However, the findings indicate a disconnect in the Intellectual Stimulation dimension following the program's launch, where the consistency of managerial support remains low and assistance tends to be short-term and limited to physical infrastructure alone.

This has led to a critical challenge: the stagnation of micro-enterprise independence and a crisis in the succession of artisans among the younger generation, due to a lack of sustainable educational programs. As a practical recommendation, local governments and tourism village managers need to shift their focus to providing long-term business mentoring facilities and developing a structured weaving curriculum for the younger generation. For future research, it is recommended to conduct a

comparative study with other tourism villages or use a quantitative approach to specifically measure the correlation between leadership styles and the community's digital economic income levels.

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