



TRANSFORMATIONAL LEADERSHIP OF VILLAGE HEAD IN IMPROVING PUBLIC SERVICE INNOVATION IN TAPENPAH VILLAGE, INSANE DISTRICT, NORTH CENTRAL TIMOR REGENCY

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Received: 02/04/2026 | **Revised:** 04/05/2026 | **Accepted:** 20/05/2026 | **Published:** 02/06/2026

Abstract

Creative service requires a transformational leader to improve public service innovation in the village. Public services in Tapenpah Village, Insana District, North Central Timor Regency (TTU) cover various aspects such as health, administration, and social assistance. Services at the village office are also required to provide excellent service. TAJUK (Tapenpah Just Click) innovation is an excellent service system for the community to make it easier for people to obtain various letters without having to come to the village office. The research method used in this study is a qualitative method with the focus of the research, namely: Showing ideal influence, generating inspirational motivation, providing intellectual stimulation, enforcing followers by paying attention to followers. The results of the study indicate that the Tapenpah Village government realizes public service innovation in the village by influencing the community to carry out services online, providing motivation and intellectual stimulus to the community to learn to access the village website, and providing good attention to the community. This innovative service can be influenced by the transformational leadership of the village head in improving public service innovation in Tapenpah Village, Insana District, TTU Regency.

Keywords: Leadership, Transformational, Innovation, Service.

INTRODUCTION

One of the most important developments in public services today is the change in processes and new methods that are more oriented towards meeting community needs. Because community needs are so diverse and complex (Rahayu et al. 2020), such community needs require a response from innovative public service providers. Innovative services always make changes in every activity carried out. Innovation, as defined by Rahayu et al. (2020), is an activity that includes the entire process of creating and offering services or goods that are new, better, or cheaper than those previously available. Creative services require a transformational leader to improve public service innovation in the village. Public services in Tapenpah Village, Insana District, TTU Regency cover various aspects such as health, administration, and social assistance. Services at the village office are also required to provide excellent service. The TAJUK (Tapenpah Just Click) innovation is a prime service system for the community. The Tapenpah Just Click innovation is a new online service system in Tapenpah Village to make it easier for the community to obtain various documents without having to come to the village office. Currently, the letter processing system at the Tapenpah village office is still manual, with only one officer handling the service. This system presents several problems. It is difficult and slow to process letter proposals, permits, and certificates. Village offices can be a solution to provide excellent service to the community. The public can access services such as obtaining certificates for various purposes. With just a click, people can obtain the necessary documents. The process is very easy: simply enter or type your National Identification Number (NIK) into the self-service website. Once the data is found, the public can immediately access the desired service. <https://www.scribd.com/document/691003257/Proposal-INOVASI-TAJUK> accessed Monday, June 16, 2025, at 4:41 a.m. WIT. This easy and fast service requires transformational leadership. Leadership has a significant impact on the activities and sustainability of an organization, making it a key to its success. Leaders who are unable to anticipate and respond quickly to change will slow the organization's adaptation to change, thus preventing optimal performance. Organizations currently need to

be developed by focusing on flexibility, building a strong work team, fostering trusting attitudes and behaviors, and effectively disseminating information. Transformational leaders must have a clear mission and a holistic vision of what the organization will look like in the future when all its goals and objectives have been achieved. The primary task of modern government is essentially public service. In other words, it is not established to serve itself, but rather to serve the community and create conditions that enable each member of the community to develop their abilities and creativity for the sake of achieving shared goals. (Rasyid in Hardiyansyah 2011: 85) Organizational leaders are figures who have the authority to implement transformational leadership in public service. From this background, a study was conducted on transformational leadership in improving public service innovation in Tapenpah village, Insana sub-district, TTU Regency.

LITERATURE REVIEW

A. The concept of transformational leadership

Suwatno (2019: 107) defines transformational leadership as being built from two words: leadership and transformational. Leadership is any action taken by an individual to coordinate, direct, and influence others in selecting and achieving predetermined goals. The term "transformation" comes from the word "to transform," which means transforming or changing something into a different form. For example, transforming a vision into reality or transforming something from potential to actual.

Furthermore, according to Suwatno (2019: 107), transformational leadership is leadership that influences employees so that they feel trust, pride, loyalty, and respect for their leaders and are motivated to do more than what is expected. Transformational leaders have vision, rhetorical skills, and good impression management and use these to develop strong emotional bonds with their followers.

1. Characteristics of transformational leadership

According to Suwatno (2019), transformational leadership has several inherent characteristics. The characteristics of transformational leadership are influenced by various factors:

a. Shows ideal influence.

A leader is an ideal figure, serving as a role model for his followers. Followers admire, respect, and trust their leader. Transformational leadership behavior is evident in the leader's consistent development of employees, as employees progress, so does the leader. Specifically, this is evident in the following behaviors:

- a. Respect to be trusted.
- b. Trust in others.
- c. Convey a sense of understanding and have a strong mission towards his followers.
- d. Display high moral standards.
- e. Establish challenging goals for his followers.
- f. Become a model for his followers.

b. Bringing out inspirational motivation

Transformational leaders must be able to motivate and inspire their followers to achieve a shared vision and goals. Specifically, this ability is evident in the following:

- a. Ability to motivate.
- b. Inspire through a clear vision.
- c. Confidence.
- d. Increase optimism
- e. Group spirit
- f. Enthusiastic

c. Provide intellectual stimulation

Transformational leaders must be able to provide continuous stimulation and encouragement to their followers so that they are able to think and work with full creativity.

In particular, this is evident in the following behaviors:

- a. Shows the leader's efforts to encourage followers to be innovative.
- b. Be creative in leading to encourage followers to question assumptions.
- c. Re-frame the problem.
- d. Approach followers in a new way.

d. Treat followers by paying attention to individuals

Transformational leaders are coaches and mentors who are able to create a sustainable learning climate for their followers. Specifically, this can be seen in the following things:

- a. Provide personal attention to all individuals.
- b. make all individuals feel valued.
- c. Delegating tasks as a way of developing followers.

B. Principles of transformational leadership

The principles of transformational leadership according to Suwatno (2019) include:

- a. simplification
- b. Motivation
- c. Facilitating
- d. Innovation
- e. Mobility
- f. Alertness
- g. Commitment

C. public service innovation concept

According to Kuratko (Rahayu et al., 2020), innovation in organizations is a mutually supportive discussion in organizational change. In this regard, innovation can be understood based on its characteristics as follows:

- a. Innovation is the process through which new ideas, objects, and practices are created, developed, and rediscovered.
- b. Innovation is concerned with the introduction and application of ideas within a group or organizational role.
- c. Innovation is generally related to processes, products, and procedures, or outcomes.
- d. Innovation is something that is new and original and relevant to adopt.
- e. Innovations are designed with the purpose and benefit of individuals, groups, organizations, or larger social groups.
- f. Innovation is related to continuous change and is a process of creative destruction.

D. Basic Types of Innovation

According to Kuratko in (Rahayu et al., 2020), innovation is divided into four basic types:

- a. invention
- b. Extension,
- c. Duplication,
- d. Combination/synthesis.

METHOD

The research method used in this study is a qualitative method, with the focus being to show ideal influence, generate inspirational motivation, provide intellectual stimulation, and enforce followers by paying attention to followers. To obtain data in this study, the techniques used are observation, interviews, and documents with an interactive analysis model proposed by Miles and Huberman through the stages of data collection, data presentation, and drawing conclusions.

RESULTS AND DISCUSSION

1. Demonstrate ideal influence

According to Suwatno (2019), a leader is an ideal figure, serving as a role model for his followers. Followers will admire, respect, and trust their leader. Transformational leadership behavior is evident in the leader's consistent development of employees, as employees progress, and the leader will progress as well. Specifically, the ideal leadership character reflects trust in others. In Tapenpah Village, the village head provides trust to village officials and the community to access village services. This is evident in the service innovations provided by the village government through the village website, Tapenpah Just Click (Tajuk Desa). Through the Tajuk Desa, residents independently submit service requests to the village government, such as submitting a certificate of poverty or a certificate of relocation, by entering their National Identification Number (NIK). With this NIK, residents can access village services effectively.

The form of trust that the leader (village head) has in village officials and the community in accessing public services independently, shows that the village head gives trust to other people and conveys a sense of understanding and has a strong mission to his followers. Transformational leader behavior can be seen from the behavior of leaders who always provide development to employees because if employees progress, they will also progress. It can also be seen from his behavior that he prioritizes his group rather than his ego as a leader. He acts respectfully so that others will respect him. Transformational leaders talk about values and beliefs to develop the organization well (Suwatno 2019).

2. Bring out inspirational motivation

Transformational leaders must be able to motivate and inspire their followers to achieve a shared vision and goals. Specifically, this is evident in leaders who have the ability to motivate and inspire. (Suwatno 2019). The Tapenpah Village Government has provided an innovative and inspiring service by creating a village website application, namely: Tapenpah just click (TAJUK DESA). With the presence of this application, village residents are motivated to learn about online services, because the community will submit their requests themselves. The challenges faced by the community in accessing the village website, such as lack of mastery of information technology, not having an Android cellphone, become motivations for the community to follow changes in public services. These challenges motivate the village head as a leader to provide meaning and challenges that prioritize enthusiasm and optimism. To do this, transformational leaders must be able to speak about the future with optimism, speak enthusiastically about what must be achieved and express deep confidence that their goals will be achieved well. (Suwatno 2019).

3. Provide intellectual stimulation

Transformational leaders must be able to provide continuous stimulation and encouragement to their followers so they can think and work creatively. This is evident in leaders approaching followers in new ways (Suwatno 2019). The Tapenpah village head's approach to his community involves encouraging the community to learn about the online service system and obtaining the information they need from the village website, Tapenpah Just Click (TAJUK). The community is encouraged to seek out information in the village and the types of services available there. Villagers must learn to access the village website, using their own capabilities. This strategy demonstrates that the leader provides encouragement for his followers to become familiar with the excellent service system at the village level.

4. Treat followers by paying attention to followers.

Transformational leaders are coaches and mentors who are able to create a sustainable learning climate for their followers. This can be seen in leaders who. giving personal attention to all individuals, making all individuals feel appreciated, delegating tasks as a way of developing followers. The approach of the Tapenpah village head is to provide the community with the opportunity, when submitting a request for services, to freely choose the village official who signs the request. The community is not bound only to the village head but can choose other village officials to sign the application letter. The leadership's role in influencing its members is by giving trust to the public to make choices about the officials who will sign their requests, as a form of trust and attention to their followers.

CONCLUSION

Innovative services always involve changes in every activity carried out, whether new or improved, requiring a transformational leader to improve service innovation in the village. A transformational leader is a leader who demonstrates ideal influence, can motivate and provide intellectual stimulus to think optimistically in facing challenges in village services, and provides good attention to his followers. In Tapenpah Village, the government motivates the community to carry out services online, so that the community is stimulated to realize good services in the village.

Based on the research results, it can be suggested:

- a. The Tapenpah Village Government provides opportunities for Village Apparatus to participate in training on information technology.
- b. The Tapenpah Village community makes maximum use of the village website in providing village services.

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