

# Leadership Ability To Maintain Stakeholder Collaboration in Managing Tourism Village

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**Abstract**, *The phenomenon of the emergence of tourist villages cannot be separated from a paradigm shift from mass tourism, which has many negative impacts on society and the environment, to special interest tourism, which is more environmentally friendly and provides opportunities for the community as actors. However, the emergence of tourism villages was not always carried out sustainably. Many tourist villages that emerged developed then experienced setbacks and stopped activities. The decline is caused by various reasons, both external and internal factors. Changes in market behavior that are fast and dynamic make the services offered unattractively. Internally, leadership ability is an important variable in stakeholder collaboration in managing a tourist village. Management of a tourism village that involves multiple parties (multiple stakeholders) requires the ability to interact with many parties who have different desires or interests. By examining three tourist villages in Gunungkidul, the researcher tried to identify what kind of leadership model is suitable in collaboration in managing tourism villages. This research is qualitative so that the depth of data can be obtained. The data collection is done by interviewing the researcher as the research instrument. The village elite's leadership, which is dominated by seniors, turns out to be less effective in managing the collaboration. They tend to prioritize their ego and social status in collaborative relationships. This is not compatible with the principle of partnership, which emphasizes equality and all stakeholders' involvement. Youth leadership turned out to be more effective in managing collaboration. They were more able to carry themselves, persuasive skills, and built strong relationships and networking skills.*

**Keywords:** *Tourism Village, Collaborative Stakeholder, and Collaborative Leadership.*

## 1. INTRODUCTION

Nowadays, tourism has become a lifestyle. There is a movement of people from one place from one part of the world to another and vice versa, regardless of age group, race, and religion. More than that Hudman & Hawkins, 1998 in George et al. (2009) stated that the tourism phenomenon is an extraordinary occurrence, which develops historically from the activity of the privileged few to mass cultural lifestyle and became accepted as a basic need of the modern world. Therefore tourism is now a global activity, it was reported that tourism has contributed 10% of global GDP and absorbed a global workforce of 8% (United Nation, 2003).

In recent years, the global economy has experienced ups and downs. Countries with high per capita income have suffered from recessions, marked by slowing economic growth and a tendency to decline. According to the World Bank, the world economic growth in 2014 was 2.6%, this figure is higher than the previous year, or data from the International Monetary Fund (IMF) show that world GDP grew 3.4% in 2014 from the previous 3% in 2013. However, it is different in the tourism sector, which has grown significantly. In 2014, international tourists reached 1.138 million, 51 million more than in 2013. Data reported by the UN World Tourism Organization shows that world tourism growth in 2014 was 4.7% and in the Asia Pacific region by 5% (in Mandal, 2016).

In addition, there is a change in the tourism trend from mass tourism to special interest tourism (ecotourism, rural tourism, cultural tourism, green tourism, etc.). Special interest tourism arises because of the awareness that mass tourism often neglects the environment and creates social inequality. Changes in consumer tastes are also triggered by advances in information technology, trends brought by social media, posts from netizens that bring up Instagramable places, and many extreme places. At the level of government, there has been a decentralization of regions which gives regional authority to manage their respective households.

The government responded to these various trends with the enactment of Law Number 10 of 2009 concerning Tourism which provides opportunities for the community to participate in developing tourism destinations at the local level. The concept of tourism villages and *Pokdarwis* institutions (Tourism Awareness Groups) grows as the pioneers and drivers of tourism villages. Many tourism villages and tourism destinations initiated by the community (community-based tourism) were born. This concept makes the community the subject, encourages people to be empowered, and provides opportunities to create jobs and reduce poverty that is prevalent in rural areas.

Tourism is an activity that involves many parties, involving every level of government, the private sector, and various parties such as universities, NGOs, travel associations, and so on. With the existence of a tourist village, the community learns to collaborate, build and manage tourism destinations with other stakeholders. In practice, this collaborative management model has a different spectrum of community involvement, experiences in managing ecotourism in other countries (Bricker, 2001; Chang, 2009; Adiyia, 2015) which are managed by investors collaborate with the community so that the community is involved but community involvement is only minimal and below investor control. Indonesia also has a similar experience in tourism in Bali and several other places (Sudarmo, 2005; Dewi, Fandeli, and Baiquni, 2013).

After the enactment of Law Number 6 of 2014 concerning Villages, giving the village authority to manage resources and all the potential that exists in the village more freely with the support of village funds. This has an impact on the tourism village institution that was previously managed by *Pokdarwis* and then has to be under *Bumdes* (Village-Owned Enterprises). With this new institution, *Bumdes* is expected to be the motor of the economy in the village. However, on the other hand, this institution makes a tourist village directly under the reign of a village head. This often creates problems or friction between *Pokdarwis*, *Bumdes*, and village heads.

The development of tourist villages from year to year continues to increase, in 2018 the number of tourist villages is 1,734 and will continue to increase, the Minister of Villages and Development of Disadvantaged Areas and Transmigration targets the number of tourists villages will reach 10,000 by 2020. Many tourist villages are temporarily dead due to competition between tourist villages that have the same tourist attractions, lack of innovation and creativity to manage, changes in tourist tastes, and low levels of adjustment among stakeholders. Aggravated by the Covid-19 pandemic that has hit the tourism sector, many tourist villages cannot survive due to the drastic decline in the number of tourists.

These dynamic environments certainly affect collaboration between the stakeholders involved. The collaboration will have its ups and downs over time. How a collaboration must adapt to the dynamics of laws and regulations, deal with personnel changes with different traits and characters, changes in the vision of collaborating personnel and institutions are things that must be faced in collaboration. The resilience of the tourism village will be determined by how the leadership of the tourism village manager in dealing with the dynamics of collaboration and environmental changes. No matter how good the potential appeal is, tourist attractions and human resources owned by a tourism village will not be able to progress and develop without leadership that can gather all the potential and facilitate the people or stakeholders involved.

## **2. LITERATURE REVIEW**

Leadership is a crucial factor in collaboration, how to create a conducive situation and maintain a climate so that collaboration can sustainably take place. Collaborative leadership cannot be regarded as the same as transformative leadership, it has more characteristics than transformative leadership. Transformative leadership is generally paired with transactional leadership, in transformative leadership, the follower feels trust, admiration, loyalty, and respect while transactional leadership emphasizes follower obedience based on transactions, not on enthusiasm and commitment to task objectives (Yulk, 2010).

Vagen and Huxham (2003) argue that leadership is important in embracing, empowering, and inviting stakeholders to get involved and mobilize stakeholders so that collaboration takes place. A collaboration leader must be able to humble himself to serve all parties, act persuasively to invite and be involved in the process without having to patronize but encourage others to learn together and strive to be empowered. Essentially, the leader must be able to facilitate all stakeholders involved and foster a common vision.

Ansell & Gash (2007) compile a model based on practical collaborative research conducted by various scientists in different objects/fields. Generated a comprehensive model of collaborative governance where one of the variables is the variable facilitative leadership, while the other variables are the starting condition, institutional design, and the collaboration process. In this case, starting conditions, facilitative leadership, and institutional design affect the collaboration process which consists of several stages, including face-to-face dialogue, trust-building, commitment to the process, share understanding, and intermediate outcomes. It can be seen here that the leadership variable has a significant position in the collaboration process.

Morse (2010) emphasizes the need for integrated leadership in collaboration, namely leadership that can catalyze all involved stakeholders. Integrate here means bringing together and combining various components in one unit. It is realized that collaboration will unite different stakeholders from the type of organization, vision, point of view, and interests, so collaborative leadership must be able to become a catalyst so that all these differences can be unified, building shared values so that goals that become concerns or concerns of the parties can be achieved. Managing collaboration is different from managing a single organization. The capacity required to manage a single, hierarchical organization is very different from a network organization (Arganoff and McGuire's, 2001). In a single organization, the goals of the organization have been set and must be obeyed by all members of the organization, while in collaboration the decisions are taken by all the organizations involved. The ability to decide, give orders, evaluate and give punishment to subordinates is the capacity needed for leadership in a hierarchical organization, whereas collaboration requires the ability to build relationships, unite various desires from organizations of different types and characters.

As stated by Chrislip and Larson (1994), which describes that a collaboration leader is likened to a servant in the process (transforming, servant, or facilitative leadership) which is his leadership style. Likewise, Bryson & Crosby (1992) stated that tasks and skills in collaborative leadership are emphasized in the process of inspiring, nurturing, supporting, and communicating

with individuals, teams, networks, and communities (in Huxham & Vangen, 2000). It was emphasized by Lasker and Weiss (2001) that collaboration leaders must have the following skills: (1) promote an engaged team and encourage active participation; (2) ensuring the source of support and control; (3) facilitating group dynamics, and (4) expanding the scope of the process.

Furthermore, research by Ulibarri et al (2020) states that collaboration initiatives have a relationship with leadership. Collaborative initiatives from internal generally have strong leadership compared to collaborations whose initiatives originate from externals. This makes sense, organizations or communities that have strong leadership will proactively seek solutions to the problems at hand and vice versa.

### **3. RESEARCH METHODS / METHODOLOGY**

This research uses a qualitative approach and a constructive paradigm. Literature research, in-depth interviews, and observations were carried out to capture research data. This study focuses on leadership at the community level as managing a tourist village, not at the government level, considering that tourism villages are a practice of community-based tourism whose initiative grows from the bottom. The research was conducted in 3 tourist villages, namely Nglanggeran Tourism Village in Patuk District, Bleberan Tourism Village in Playen District, and Bejiharjo Tourism Village in Karangmojo District, the three of them in Gunungkidul Regency. The informants consisted of tourism village administrators, the head of the Gunungkidul and DIY tourism offices, tourism associations, and the community.

### **4. RESULTS AND DISCUSSION**

Leadership has a central role in organizing, as well as in collaboration. Without facilitation from a leader, collaboration will not be possible. Uniting many parties (multi-stakeholder) is largely determined by the extent to which a leader can manage the task. The same perception of problems, willingness to contribute to jointly solve problems, joint decision making is a requirement for collaboration, but this will not happen if no leader tries to bring all of them together.

It is realized that each stakeholder has different powers and resources, thus creating an imbalance in the relationship (which is asymmetrical). The leader must bridge the stakeholders who have a lot of power and resources and those who have fewer resources so that they want to sit together to solve common problems. The role of the leader is important in strengthening marginal stakeholders and reducing the influence of strong stakeholders so that cooperation can be realized based on needs.

The emergence of this community-managed tourism village is proof that rural communities also have creative people, can accept ideas from other people, generate ideas, and manage ideas into real activities that have an impact on the environment. Villages that are often seen as underdeveloped areas have people who dare to take risks. This breaks Scott's (1973) thesis that one of the cultures of an agrarian society is to prioritize safety and do not dare to take risks (safety first). The emergence of tourism initiating figures breaks the conclusion that rural areas are underdeveloped, breaking the current practice that management of tourist destinations can only be done by the government or the private sector (investors).

It is realized that village tourism activities are new to the village community, when the idea was put forward by the initiating figure, there was a feeling that the community responded well to the idea of opening a destination, whether they could manage an activity that had never been done before or the same. once new, whether the tourist attractions offered to attract tourists. Apart from having to communicate ideas with the internal village community, the initiators must also establish relationships with various external parties who might be able to work together to

realize this idea. The ability to lead faces real challenges, how to bring together various parties with different interests into one common goal.

Realizing the idea until its realization has to go a long way, these initiators communicate ideas to close people or people in their circle to get support and arrange activity plans. When communicating ideas to the small group, the responses given will be input on how these ideas can be developed and realized. In the next stage, when the idea is carried out, the community will convey the idea. This must be done considering that opening a tourism village requires community support as a group that is directly affected, resource support, thoughts, and real actions, namely working together to build the necessary facilities.

The ability to convince people to be in the circle or society is the ability of a leader. They can explore ideas that the general public is unable to formulate into systematic ideas, can see the future of the village in regional and global movements, can provide understanding or ground ideas to the community, can change the people's mindset from an agrarian culture to service mindset and more importantly is the ability to formulate ideas into real activities/work.

This leadership ability has a profound effect on the success and failure of collaboration which can be assessed from the development or failure of a tourist village and its sustainability. The role of the leader and leadership abilities was evident from the start before the tourism village was built, from the stages of an idea, planning, to implementation, monitoring, and ensuring the continuity of the organization. The leader's ability to approach each stakeholder and provide direction for the contribution that will be given will help stakeholders play a role in solving problems.

The people of Gunungkidul have experience running programs carried out collaboratively, such as the Community Forest Management (HKM) policy which is carried out through the Forest Farmers Group (KTH) institution which has shown success in Gunungkidul. One of the success factors is due to the leadership of KTH who can manage cooperation between the community, government, and NGOs. It is described that the leadership of KTH is held by senior citizens (aged adults) who are nurturing, willing to sacrifice, always alert (want to be bothered at any time), and are proactive. This experience gives people an insight that they can do something new whenever someone takes the lead and guides them.

Armed with the natural and cultural potential of Gunungkidul, several villages are trying to realize the idea of being a tourist village. Each village has a different experience in building a tourism village, some villages are purely processed through the Tourism Awareness Group (*Pokdarwis*), such as Bejiharjo and Pacarejo villages, from *Bumdes* who form *Pokdarwis* such as Bleberan village and some from Karang Taruna who transform into *Pokdarwis* like villages. Nglanggeran. And, according to the provisions in Law number 6 of 2014 concerning Villages, the *Pokdarwis* institution must be accommodated in the *Bumdes*. These changes are not always easy to implement, sometimes result in resistance from *Pokdarwis* and even if they have to be part of the *Bumdes*, the adjustment process is not always smooth and leaves conflict.

Each tourist village is unique both from its history of the destination, collaboration, and leadership. The type of leadership in each tourist village is different from one another. In Bleberan tourism village, the prominent type of leadership is the traditional leadership type, the village head who at that time became the initiator of the establishment of the Bleberan tourist village is the heir of the village pioneer Bleberan. As the descendants of the village pioneers, the village head has traditional authority as the ruler of the area, the community has great respect and submission because of this hereditary factor. Village people in general still hold traditions and have belief in magical/supernatural things, this can be seen in the community's belief that the founder of Bleberan village was someone who had *linuwih* abilities. In general, the community believes that the children of the village pioneer (Mbah Kromo Wongso) also have *linuwih* skills and are respected as the village elite. The regulation limits the term of office of the village head to only 2 terms and there are no descendants of Mbah Kromo Wongso who are ready to nominate, so the position of the village head falls to not Kromo Wongso descendants. After the term of office of

the village head ended, the former village head focused on managing the tourist village of Bleberan.

In the leadership of the tourist village of Bleberan, it can be seen that the *Pokdarwis* chairman, who was a former village head, looks very dominant in running the organization. All organizational movements are centered on the chairman and without the support of a strong team, there is no synergy with other parties or the community. The potential for cooperation with many parties cannot be carried out, such as cooperation with NGOs from South Korea that conduct empowerment of small businesses and agriculture by women which is not maximized because it does not receive support from the community. The various achievements that have been achieved by the tourist village of Bleberan are more attached to the achievements of the *Pokdarwis* chairman, not the achievements of the community.

In contrast to Bleberan village, the tourism destination in Bejiharjo village is driven by ordinary people, namely former civil servants who later became farmers, along with meatball sellers, food stalls, and farm laborers. The driving force for tourism in Bejiharjo is carried out by ordinary people (farmers), this gives an insight that every activity in the village scope is not always driven by village elites, the general public also can generate new ideas, mobilize and manage a tourism activity. This means that the ability to lead is not only owned by the elite but ordinary people have leadership potential, if allowed to lead they are also capable.

The leadership of the tourist village of Bejiharjo received repeated tests when the Pindul cave (the mainstay of the Bejiharjo tourist village) rose as a popular tourist destination, jealousy arose from the *Pokdarwis* in Bejiharjo, all wanted a share of the fortune from the Pindul cave. The initial agreement was that each *Pokdarwis* managed one tourist destination and that they could work together to support the development of each destination. This is reinforced by the existence of an initial concept that has been agreed upon that as a tourism village they can compile a tour package that can cover all tourist destinations in Bejiharjo, they can also cooperate in marketing so that all destinations get an abundance of fortune from tourism. But the agreement could not run, Only 4 *Pokdarwis* were willing to cooperate with *Pokdarwis* Dewa Bejo, the manager of Pindul cave, namely by Notarial Deed No. 56 of 2014. Apart from that, several *Pokdarwis* were secretly involved as operators who both sold Pindul Cave as their object. This causes conflict and inconvenience for tourists. The limited leadership ability in the tourist village of Bejiharjo is seen in its ability to manage and find solutions to conflicts that arise. During the trip to the tourist village of Bejiharjo, conflicts always colored, both conflicts between *Pokdarwis* (operators), *Pokdarwis*, and community members (one of the landowners) and between *Pokdarwis* and *Bumdes* officials. The protracted conflict in Bejiharjo was due to inadequate leadership. namely by Notarial Deed No. 56 of 2014. Apart from that, several *Pokdarwis* were secretly involved as operators who both sold Pindul Cave as their object. This causes conflict and inconvenience for tourists. The limited leadership ability in the tourist village of Bejiharjo can be seen in its ability to manage and find solutions to conflicts that arise. During the trip to the tourist village of Bejiharjo, conflicts always colored, both conflicts between *Pokdarwis* (operators), *Pokdarwis*, and community members (one of the landowners) and between *Pokdarwis* and *Bumdes* officials. The protracted conflict that occurred in Bejiharjo was due to inadequate leadership. namely by Notarial Deed No. 56 of 2014. Apart from that, several *Pokdarwis* were secretly involved as operators who both sold Pindul Cave as their object. This causes conflict and inconvenience for tourists. The limited leadership ability in the tourist village of Bejiharjo is seen in its ability to manage and find solutions to conflicts that arise. During the trip to the tourist village of Bejiharjo, conflicts always colored, both conflicts between *Pokdarwis* (operators), *Pokdarwis*, and community members (one of the landowners) and between *Pokdarwis* and *Bumdes* officials. The protracted conflict that occurred in Bejiharjo was due to inadequate leadership. This causes conflict and inconvenience for tourists. The limited leadership ability in the tourist village of Bejiharjo can be seen in its ability to manage and find solutions to conflicts that arise. During the trip to the tourist village of Bejiharjo, conflicts are always present, both

conflicts between *Pokdarwis* (operators), *Pokdarwis*, and community members (one of the landowners) and between *Pokdarwis* and *Bumdes* officials. The protracted conflict in Bejiharjo was due to inadequate leadership.

It is different from the leadership model in Nglanggeran which is driven by youth who are members of the Youth Organization. The youths take advantage of the experience during activities at Karang Taruna, this experience is useful to be implemented in managing the Nglanggeran tourism village. Judging from the level of education, they have at least graduated from high school (some even have master's degree), when compared to the Nglanggeran community in general, they are above the community average, so they are respected and become role models for society.

With democratic and egalitarian leadership towards members and society, the manager of Nglanggeran destinations can foster community participation to take part in developing Nglanggeran tourism. In general, rural communities who do not understand the world of tourism feel reluctant to be involved in tourism activities, but thanks to the leadership of their managers they can convince the community to be actively involved in Nglanggeran tourism, be it as guides, accommodation providers, facilitators of agricultural / livestock activities, art actors, providers souvenirs and souvenirs for tourists. The community has high trust in the management so that the direction, input, and suggestions from the management are highly considered by the community.

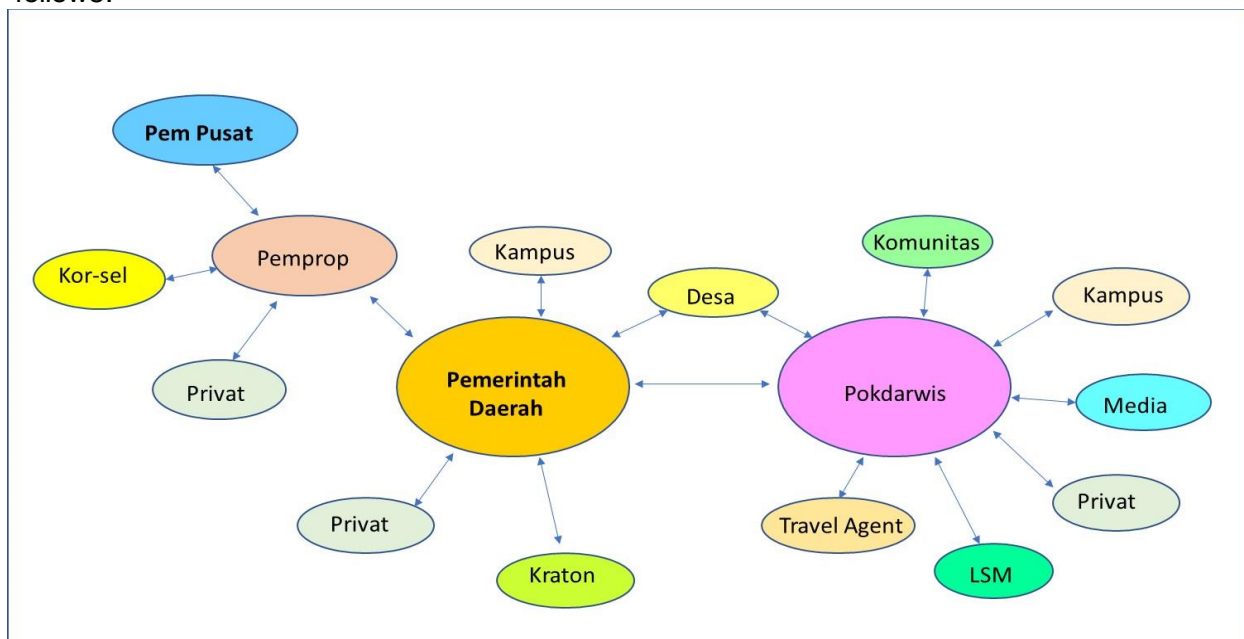
Besides having a good relationship with the community, the manager also has a good relationship with village officials and local government officials, and other parties. From the beginning of the opening of the Nglanggeran tourism destination, Karang Taruna, which later transformed into *Pokdarwis*, has had a good relationship with the village and even the village fully supports *Pokdarwis* activities by facilitating from a formal legal perspective and the provision of facilities and infrastructure. The regional government also feels that they have no obstacles in interacting with managers, they are easy to receive input from the government and are proactive in any policies issued by the local government. This was stated by one of the stakeholders that "cooperating with Nglanggeran managers is something fun, Managing Nglanggeran is easier because the management is proactive towards local government policies, is quick to respond, if given input, analyzes every aspect of it and has a strong sense of desire to progress. It seems that they want to give the best for tourists as well as the community".

Capable and qualified leadership in a tourist village can be seen from the sustainability of the tourist village, the number of visits, the number of collaborations that are owned and the benefits of activities felt by the community. When the tourist villages of Bejiharjo and Bleberan experienced a decline in visits, the tourist village of Nglanggeran still had a stable number of visits, even the manager had made restrictions because too many tourists felt it would disturb environmental sustainability. Bejiharjo village had experienced a fantastic surge in visitors, during the holiday season and weekend the number of tourists could be more than 10,000 / day and this is not following the carrying capacity of the environment which ideally accommodates 4,000 tourists/day, as a result, the arrangement is difficult and many illegal operators (free riders) which operates in the tourist village of Bejiharjo. Minimal service, price game tour packages, and all-out promotions lead to conflicts between operators which make the destination less well-maintained and reduce the number of visitors. The same thing is faced by the tourist village of Bleberan, which lacks innovation so that it does not attract tourists.

The sustainability of the tourism village and the performance of the Nglanggeran tourism village can be seen from the achievements made, in 2017 it was awarded the Indonesia Sustainable Tourism Award for the economic category and the ASEAN Community Based Tourism Award for the best tourism village category in Indonesia. In 2019 the tourist village of Nglanggeran became the world's top 100 sustainable destinations version of Global Green Destinations Days (GGDD). Before becoming a tourism village, Karang Taruna as the initiator of the Nglanggeran tourism village has made achievements as a pioneer of the environment. Other

tourism villages also have achievements such as Bejiharjo tourism village being the best tourist village in DIY in 2014, then Bleberan tourism village became the best tourist village according to the Minister of Tourism in 2016 and the best *Bumdes* Sejawa in 2018,

Collaboration with other parties, both government, private and universities, is a sign of collaboration, the more cooperation with other parties the greater the opportunity to find solutions to problems to be solved but it is also increasingly difficult to unite the visions of many parties, this is a challenge in leadership collaborative. Of the 3 tourism villages studied, the Nglanggeran tourist village has the most networks, both government agencies, state-owned enterprises, private/corporate, universities, nature lovers groups, and so on. That is, this shows the breadth of the network owned by the Nglanggeran tourism village manager. Internally, the management also collaborates with community groups, such as farmer groups, farmer groups, art groups, culinary groups, guesthouse groups, waitress groups, and so on. Administrators/managers regularly meet with these community groups to coordinate, provide guidance, and socialize new things. The stakeholder collaboration network in a tourist village can be described in Figure 1, as follows.



Picture 1

### Tourism Village Stakeholder Collaboration Network

As the manager of a tourism village, the head of *Pokdarwis* and his staff must be able to create a network while maintaining the existing network so that all parties can contribute to tourism village activities. It takes the ability to be able to sit down together and formulate a common vision and divide the roles of each party. The difference in power and resources owned by stakeholders must be able to be eliminated so that they are willing to sit together in an equal position and this requires the leadership abilities of tourism village managers. Also the ability to maintain the dynamics of collaboration to remain solid, it is undeniable that in the journey often one of the stakeholders has no longer one vision, changes in organizational goals or individual personnel, this kind of dynamic must be faced by a leader.

## 5. CONCLUSION

This research resulted in a formulation that collaborative leadership must have different characteristics from organizational leadership in general, besides having a character as a transformative leader, a leader who serves, inspires but also must have the quality of being able



to empower, able to be a catalyst for all stakeholders. He must be directly involved in the process and able to follow the dynamics of the collaboration, able to maintain the work rhythm and enthusiasm of all parties.

Collaborative leadership is different from leadership in a single organization. Not everyone successful at leading a single organization will be successful in leading a collaboration. Leadership is an art as well as a skill that is honed with experience. However, not always someone who has experience and experience leading an organization can lead collaboration. The experience of leading a single organization cannot be used as a measure of being able to lead collaboration. There are qualities of a collaborative leader that a single organizational leader does not have.

This research focuses on leadership at the community level as managing tourism villages, not at the government level, considering that tourism villages are a practice of community-based tourism whose initiative grows from the bottom. This is different from the theory of Ansell & Gash (2007) which places the government as a stakeholder who actively initiates collaboration with other stakeholders. The growth of tourism villages supported by local village communities is a new phenomenon in collaborative practice.

Collaboration in the management of a tourism village requires a special leadership character, a dynamic world of tourism and advances in information technology requires a leader who is agile and able to utilize technology, and empirically such leadership can only be done by young people. Collaborative leadership by traditional and elderly local leaders has proven successful in leading collaboration in community-based forest management, but less successful in collaboration in the tourism sector, especially tourism village management. An adequate level of education and capacity to continue learning to support solid collaboration, able to create a solid team (dream team) to do great work, and able to create trust in stakeholders and society.

This research has various shortcomings, firstly that this research only took the area of Gunungkidul Regency and took 3 tourist villages from 11 tourist villages that were established after the enactment of Law number 10 of 2009. Given the number of tourist villages in Indonesia continues to grow (1,734 in 2018) Therefore, research in these 3 tourist villages is considered a minimalist study. It is still necessary to conduct similar research in tourist villages in different places so that they can describe more comprehensively the collaborative leadership in tourism villages.

Second, this research is cross-sectional research which is only carried out at one time, but researchers carry out traces from time to time throughout the tourism village trip so that it can provide an overview of the leadership of a tourist village for approximately 10 years. The researcher realizes that there are several sequences of events that the researcher missed or cannot capture, thus influencing the conclusions of this study. Therefore, more in-depth and comprehensive research is needed.

Third, this research focuses on the leadership or subjects who lead the tourism village, not seeing the relationships of other variables that might affect collaborative leadership in the tourist village. It is a good idea to conduct research that examines the variables that affect collaborative leadership.

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