

Leadership Transformation Strategy in the Development of Halal Tourism Based on Local Wisdom in the Community of North Lombok Regency

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Abstract

This research that aims to answer questions about community-based tourism development strategies and the role of leadership in community-based tourism village development in North Lombok Region, Lombok Island, West Nusa Tenggara. The method used in this study is a phenomenological-qualitative approach. The results obtained indicate that the tourism business development strategy is in accordance with the Sambik Bangkol Village Regulation Number 06 of 2018 concerning the Sambik Bangkol Village and uses the concept of community based tourism to involve the community's role in tourism management and development. Meanwhile, the leadership role in Sambik Bangkol carried out in accordance with Covey's leadership theory, namely: 1) pathfinding by setting and carrying out the vision, mission and tourism development goals, 2) aligning, namely by forming organizations and support groups to implement tourism development strategies, 3) Empowering namely by giving a role to the community as a form of community-based tourism concept as an effort to empower the community. Suggestions from this research are giving a role to the community in contributing to tourism so that it is improved and given fairly and equitably so that the community can also feel the benefits of Setigi tourism so that people can be productive and empowered.

Keywords: Leadership Transformation, Halal Tourism, Local Wisdom

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1. INTRODUCTION

The growing and developing tourism sector has made Indonesia increasingly recognized by the world with many tourists coming, both locals and foreign nationals. In addition, tourism productivity also contributes to increasing Indonesia's economic growth as one of the country's revenues. (Chetty and Price, 2024) Indonesia as one of the country's revenues. According to Law No.25 of 2000 concerning National Development that Tourism Development aims to: 1) Develop product diversification and national tourism quality; 2) Based on community empowerment; 3) develop and expand the tourism market. (Ding and Wang, 2024)

In addition to the three objectives of tourism development mentioned, other benefits obtained by tourism development include in addition to the three tourism development objectives mentioned, other

benefits obtained by tourism development and development include increasing public awareness, exploring the potential of the region, increasing the productivity of Human Resources (SDI) so that it will reduce unemployment, and being able to increase community income and state revenue as an indicator of improving community welfare. (Saif *et al.*, 2023)

One form of effort to improve economic and community welfare, North Lombok Regency is currently also maximizing the tourism potential of existing villages or regions. The tourism potential in this district is quite good in bringing in both local and foreign tourists. (Vadi and Kasemaa, 2023) Data on the number of tourists visiting North Lombok Regency during 2022 is 46,195 foreign tourists, and 4,570,483 local tourists. However, since the pandemic the number of tourists visiting has decreased by

approximately 9.59% because many tourist attractions are temporarily closed. (Al-Thawabiya *et al.*, 2023)

The welfare level of the people of North Lombok Regency is still considered low, even though it is known as an industrial city with many factories standing and operating. (Li, Xue and Liu, 2024) Most of the industrial areas in North Lombok are only found in the city center area, while for other areas, income and daily work still rely on natural resources for agriculture, fisheries, and mining. This is mostly seen in rural or suburban areas where it is still difficult to get a job with sufficient income. Judging from the open unemployment rate and the poverty rate in the last 5 years, the poverty line of North Lombok Regency shows an increase every year. (Mamokhere *et al.*, 2023)

This increase is in line with the increase in food and non-food commodity prices. The poverty line in 2020 was IDR 492,628 per capita per month or an increase of 5.68% compared to that in 2020. increased by 5.68% compared to 2019. (Muhammad and Neelam, 2023) The role of figures or leaders in the development of this tourism, both at the lowest to the highest level will certainly be a role model figure for subordinates. Leadership is an important pillar in an organization or company, organization or company. (‘校長卓越領導的實踐經驗：以一位兩度榮獲臺中市領導卓越獎的國小校長為例’, 2020)

The definition of leadership according to Ilmi (2024) which says that leadership is the ability of individuals to influence, motivate and make others able to contribute to the effectiveness and success of the organization contribute to the effectiveness and success of the organization. (Ilmi and Ambariyanto, 2024) In Islam, the leader occupies the highest position in the building of Islam. Proficiency in leading will lead the people to the goal to be achieved, namely the glory and welfare of the people with the pleasure of Allah. (Melean Romero *et al.*, 2023)

The role of leadership in the scope of tourism is very necessary in the development of tourism, especially village tourism. Rural communities that tend to still have a traditional mindset will be very difficult in terms of village development participation. (Adinugroho, Efendi and Zuhdi, 2024) To increase awareness and active participation of the community in village development requires the role of leaders who can influence the community in changing mindsets. According to Sahertian (2024) in a study written by Ameilia Ferlina that can influence the level

of community participation in development, among others, are age, education, type of work, income level, length of stay in the village, level of communication and leadership. (Sahertian, 2024)

The bottom-up perspective in understanding the village development process can show the role of leadership and the active involvement of the community as a whole in influencing every planning and budget allocation policy. The leadership of the village head can be seen in four indicators, namely idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. This certainly has a direct influence on community participation. (Menon, no date)

According to other research written by Zainul Abidin, et al, it is also mentioned that it is important to pay attention to the role of leadership in fostering and directing all components of tourism. Broad participation and the contribution of traditional leadership can provide a solid foundation in the successful development of cultural tourism. (Asumu and Oni, 2023) The leadership model developed in this tourism development is parabolic or traditional leadership that has the power to organize customs that have been in effect since hundreds of years ago. So that in handling, managing and organizing a problem in this case tourism requires the involvement of institutions or other non-governmental organizations including non-governmental organizations or customary institutions and customary communities that live in the midst of society. (Mgaiwa, 2023)

Based on several previous studies and the background that has been conveyed above, researchers feel that a more in-depth study of the role of leadership in community-based tourism villages is needed. (陳建志 and Jiann-Jy Chen, 2023) Looking at the background of Senjajak villagers who given the background of Senjajak villagers who are predominantly Muslim but tend to be traditional in village development and the potential of the village's natural resources and the influential role of leadership in village development, this study will discuss the strategy and role of leadership in the development of community-based tourism villages in Montong Pal tourism, Senjajak Village, North Lombok Regency.

2. METHODS

The method used in this research uses a type of qualitative research. Qualitative research is a type of research whose findings are not obtained through

statistical procedures or other forms of calculation. Qualitative research methods are research procedures that produce descriptive data in the form of written or spoken words from people and behaviors that can be observed. Qualitative research methods are often called naturalistic research methods because the research is carried out in natural conditions and is used to examine the condition of natural or unmade objects and researchers as key instruments. The approach method used in this research is a phenomenological approach. Phenomenology is the study of knowledge that comes from consciousness or the way we interpret an object and event that becomes a person's conscious experience. (Irawati and Bulutoding, 2024) The phenomenological method reveals and understands something that is not visible from the subjective experience of individuals. Therefore, researchers cannot the analysis is carried out based on the data obtained, then developed into certain patterns or into hypotheses. Qualitative data analysis is more focused during the field process along with data collection. In this study, the data processing process was assisted by using the NVivo application to help facilitate researchers in coding and classifying data.

3. RESULT AND DISCUSSION

3.1. Result

The concept of community-based tourism makes the community part of human resources in tourism management and development. In this case, the role of the leader is certainly something that is needed in regulating and organizing employees and the community so that the goals and vision and mission of tourism development can be achieved employees and the community so that the goals and vision of the tourism development mission can be achieved. The role of leadership is related to the form of behavior that is expected to be carried out by someone in accordance with his position as a leader. The following is the leadership role of tourism Senjajak according to Covey's theory⁷⁶ which is visualized through the NVivo project map.

3.2. Discussion

In the leadership of Senjajak tourism, it can also be concluded that Islamic leadership values are implemented, including:

Shiddiq, which is in line between one's actions and words according to Islamic teachings. In Abdul Halim's leadership role, this honesty can be seen from

the realization of his real work stated in the vision and mission when nominating, as evidenced by the real output, namely can realize the five vision and mission 'pancasona'. One by one, the targets were successfully implemented and realized well even before the end of the term of office. His honesty in carrying out the mandate and realizing the village's vision and mission received support from various parties, especially the villagers.

Trustworthy with the nature of trust, the leader will always carry out the trust of the community that has been handed over to him. This form of leader trust can be seen from a clear work program to develop the village, one of which is in the investment savings program by conveying the existence of profit sharing investment savings program by conveying that there will be profit sharing given every period. This is evidenced by the distribution of SHU that is carried out twice. In addition, he expressed his desire to open up employment opportunities for Sekapuk residents with the opening of this tourism site. Finally, it is proven by his policy which involves only Senjajak natives who can join as employees as well as participants in the Taplus Investment program.

Fathonah has extensive knowledge, is able to solve problems and has clear views and goals with a set plan. The background of the village head, who has experience as a sailor, certainly proves that he is rich in experience, intelligent, assertive, and risk-taking. When building Setigi tourism, he was famous for his idea "GILA" which stands for ideas, ideas, direct, and action. This shows that he already has the provisions and is optimistic in building village tourism for the progress of Senjajak village and the welfare of its citizens.

Tabligh is conveying correct information. In leadership, the attitude of openness is related to how to account for something in front of others. Good communication skills are also demands that must be possessed by a leader. This is applied by Abdul Halim in conveying all forms of policies and decisions directly to each RT RW which will later be conveyed to its citizens. Through effective and open communication, it will be easier to make policies and decisions.

Al-'adl. A leader must be able to be fair. In the leadership to manage Setigi tourism, this form of justice is in the form of not differentiating between citizens to be able to join SDI in tourism. Anyone who is a native of Senjajak has the right to register as an

employee there. For example, there is a form of rolling employees in each RT to guard culinary stands and accessories. For anyone who wants to replace because they need it, they will be welcome.

Asy-syu'ara. namely a leader must apply the principle of musyawarah in implementing a decision. Consultation in Senjajak Village is very visible with the form of coordination from the village head, village officials, RT / RW, BPD, among residents, starting from the initial development plan to the regular monthly meeting on the 1st to conduct reports related to finance, evaluation, and so on so that it will be more transparent to all parties.

4. CONCLUSION

As based on the research above, it can be concluded that the role of leadership in community-based tourism development in Senjajak tourism village, North Lombok Regency, seen using Covey's theory, there are 3 points in the leadership of Setigi tourism, namely; a) pathfinding in Setigi tourism, the role of the village head leader has formulated a vision and mission during the village head nomination stage. In the vision and mission, it is known as "Pancasona" which consists of five goals, including the construction of a mosque tower, tourism development, provision of employment, construction of a multipurpose building, and a BUMDES profit achievement target of 1.2 M, 2) aligning by forming an institution or group as a harmonizer and supporting the progress of tourism, namely the POKDARWIS group, BUMDES, and the Senjajak Village Government Structure, 3) Empowering with the role of providing employment opportunities and developing creativity and productivity as an effort to empower Senjajak natives to become independent villagers.

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