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Facilitative Village Leadership in Collaborative Village-Owned Enterprise Development

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Abstract

These case studies explore how facilitative leadership helps build collaboration in "Dana Asri Sejahtera," a Village-Owned Enterprise in Wonoasri Village, Jember Regency, using information from people who were selected for specific reasons—including the village head, the business manager, local community members, local partners, and an expert in the field of local and regional economy—which was put together by interviews, observations, and analysis of documents, and reviewed using the Miles, Huberman, and Saldaña model, with triangulation to check the information. The research findings reveal five related leadership mechanisms—dialogue, building trust, consultation, understanding, and conflict mediation—in the village head's efforts to build a collaborative network by connecting public authority, and academic knowledge into a collaborative network, making it easy to scale up services like small loans, market stalls, and payments, which in the end leads to more participation and higher village income. How well this works, though, has a lot to do with internal factors like human skills, communication, and trust, as well as external factors like policy support, partnerships, academic networks, and economic opportunities. We conceptualize the facilitative leadership of villages as a type of collaboration infrastructure that transforms the participation of multiple actors into the capacity for action, based on the idea that in order to make things work, we need to build systems for evaluation, partnerships, and the distribution of leadership that go outside of individual leaders.

Keywords: collaborative governance; facilitative leadership; rural economic institution; village-owned enterprise

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Introduction

This report presents a case study on the role of Village-Owned Enterprises (Badan Usaha Milik Desa/BUMDes) in the economic development of a village in Central Java, Indonesia. The study focuses on the transformation of the local economy through the management of village-owned institutions. This report presents a case study on the role of Village-Owned Enterprises (Badan Usaha Milik Desa/BUMDes) in the economic development of a village in Central Java, Indonesia. Focusing on the transformation of the local economy, the case study shows how BUMDes has been used to manage village-owned institutions. As village-based economic institutions, BUMDes combine local leadership, public service, community support, and the management of village-owned assets within an organizational structure meant to support local economic activities (Kusumastuti et al., 2022). But the idea that BUMDes can make money and create social benefits at the same time is not always easy to pull off because of things like not having enough staff, not having the right management

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skills, and not being set up for it (Fitriani et al., 2024). Legal and financial support alone are not enough to make BUMDes long-lasting; their success very much comes down to how well they manage their finances, how well they are governed, how capable their managers are, and their ability to turn village things into something that makes money (Nugroho et al., 2023; Indrawanto et al., 2025). Even more, weak human skill and bad communication practices are still some of the biggest problems that get in the way of BUMDes progress (Kase et al., 2024). Because of these factors, the performance of BUMDes should be evaluated not only based on the number of partners they have secured, but also on the ways in which these collaborations contribute to expanding the organization's skills and creating lasting value (Kusumastuti et al., 2022; Sulistyorini et al., 2024).

Finding a balance between economic goals and community-oriented goals is critical to the success of BUMDes. Village governments tend to focus on the financial performance and contributions of BUMDes to village economic progress, while community members and BUMDes managers often prioritize social benefits, local power, and services that address local needs (Fitriani et al., 2024). Combine social entrepreneurship, community assets, and practices of innovation (Widiastuti et al., 2024), along with transparent, responsive, and transparent governance (Sari et al., 2024), can help BUMDes manage the different expectations among stakeholders. Such challenges tend to rise because the growth of BUMDes needs the participation of many different actors, each with their own roles and means. Village governments can provide institutional and policy support; BUMDes managers keep an overview of daily operations and business activities; local communities contribute through participation and market support; while external partners such as financial institution, private organizations, and universities provide funding, knowledge, technology, and access to training. Partnerships, open innovation, and technology adoption demonstrate the importance of combining resources and capabilities from different stakeholders to strengthen BUMDes performance (Effendi et al., 2024; Wulandari & Wardani, 2024; Yaya et al., 2024). The benefits of collaboration, nevertheless, depend on the ability of BUMDes managers to effectively utilize, adapt, and integrate external resources into their organizational practices. The success of partnerships should be measured not only by the number of collaborations established but also by their contribution to improving organizational capacity and creating sustainable economic and social value (Kusumastuti et al., 2022; Sulistyorini et al., 2024).

Good governance provides an important foundation for ensuring that BUMDes can achieve both economic and social objectives. Ansell and Gash (2008) define collaborative governance as a process in which public institutions engage non-state stakeholders in collective decision-making through structured dialogue, shared understanding, and efforts to reach mutually acceptable solutions. This approach is particularly relevant for BUMDes because their performance depends on cooperation among village governments, managers, communities, and external partners. Nevertheless, collaboration cannot function effectively without adequate institutional support, access to information, and meaningful communication among stakeholders. Organisational legitimacy and trust in leadership (Basri et al., 2024),

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supported by transparent and continuous communication practices (Sari et al., 2024), create the conditions necessary for collaboration to move from discussion into practical action. In this context, the village head plays an important role as an institutional facilitator who provides direction, coordination, and support while allowing BUMDes managers the autonomy to manage daily business operations. Leadership in BUMDes is therefore not only related to formal authority but also to the ability to build trust, encourage participation, and strengthen networks among stakeholders. Transformational leadership and social capital contribute to stronger organizational relationships and adaptive capacity (Yasni et al., 2023), while the interaction between leadership, innovation support, and government facilitation shapes leadership as an ongoing process of enabling organizational development rather than merely an individual managerial attribute (Sulistyorini et al., 2024).

Research on village-owned businesses has contributed to the understanding of several elements of BUMDes development, including governance practices, innovative capability, financial management, and community engagement. However, these studies have often treated these aspects as independent elements, offering little insight of how village leaders encourage cooperation and transform collective efforts into everyday organisational practices. In particular, the processes through which leadership influences stakeholder discussion, trust, commitment, common understanding and the management of differences among actors, need to be better explored. It also needs further emphasis on how the ideas of collaborative governance are translated into operational choices and everyday management practices (Ansell & Gash, 2008; Basri et al., 2024; Effendi et al., 2024).

“Dana Asri Sejahtera” in the village of Wonoasri is a chance to examine this process in a specific local setting. These economic operations, such as microfinance services, administration of street food, and public payment services, are an ongoing interaction between the village government, BUMDes managers, local inhabitants, financial institutions, postal service networks, and academic partners. A situation like this involves cooperation among multiple stakeholders of institutional support, business management competencies, community engagement, and technology resources (Effendi et al., 2024; Nugroho et al., 2023). Wulandari and Wardani (2024) argue that external networks offer significant advantages when organisations can absorb, adapt, and incorporate external information into their internal processes. Therefore, this study aims to explore the role of leadership processes in developing and sustaining collaborative practices in the setting of BUMDes.

This study contributes to the understanding of village leadership by exploring leadership as a continual collaborative process that enables stakeholders to work together for organisational and community growth, as opposed to leadership as an individual style or trait. The analytical framework is based on five basic elements of the collaborative governance process as stated by Ansell and Gash (2008): face-to-face interaction, trust development, commitment to process, shared understanding and intermediate results. These variables provide the foundation to understand how the village leadership mediates the stakeholder involvement and transforms the participation to collective action in the setting of BUMDes. The study further extends previous studies by analysing how these collaborative governance

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procedures are enacted in daily organisational practices, such as how leaders deal with differences among stakeholders, enhance issue resolution, and maintain collaboration in BUMDes activities. This perspective is process-orientated and is different from research that examines leadership trust, transparency, financial management capability, or innovation adoption as individual factors influencing the performance of BUMDes (Basri et al., 2024; Fitriani et al., 2024; Nugroho et al., 2023; Wulandari & Wardani, 2024). The study looks at the interaction of these traits, rather than considering them as independent variables, in collaborative processes that create organisational capacity and accomplish shared outcomes. In this case study it is clearly shown how village leadership facilitates stakeholder discourse, creates institutional trust, enhances stakeholder commitment, builds shared knowledge, and produces intermediate results that improve BUMDes growth. This study adopts a process perspective to explain how collaborative leadership practices are developed, maintained and translated into concrete actions in a village enterprise environment.

Literature Review

1. Village-Owned Enterprises as Hybrid Institutions for Community Economic Dvelopment

Community-owned businesses (Businesses Owned by Villages, or BUMDes) possess a particular institutional position that connects public institutions, businesses, and social projects. While they are approved by villagers and supported by the community, the success of BUMDes depends on market response and managerial skills. Ownership by the local community also forces these companies to focus on benefits beyond profit, including job creation and access to both public and private sector goods and services a type of business that makes performance evaluation difficult because standard criteria such as profit only show part of the impact of these businesses. Local communities can support development by making economic activities relevant to community needs (Guarascio, 2022), and a strong focus on social and social capital is connected to improved performance of village companies in Indonesia (Widiastuti et al., 2024). This mixed focus creates a constant tension between commercial efficiency and public accountability, as managers require quick decisions while the government and the community emphasize deliberative processes; consequently, sustainable performance depends on the consistent application of transparency, accountability, and fairness (Sari et al., 2024).

The empowerment of BUMDes can be supported not only by financial assets, but also by internal skills, management knowledge, and the power to coordinate assets. A study in Kupang Regency showed that a weakness in management knowledge and skills can block the growth of BUMDes by making it harder for them to operate or perform well (Kase et al., 2024). Research findings indicate that the survival of BUMDes is not only influenced by the amount of capital available but also by management methods, collective participation, and community support. Local knowledge also helps in creating effective business strategies, as BUMDes tend to use local assets, public services, and community engagement to generate profits. Business practices imported from outside the village community may need to be adapted to local conditions and community needs (Kusumastuti et al., 2022). As such, BUMDes can be viewed

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as community-based organizations in which success is defined by a balance between economic success, the creation of social value, and responsible governance practices.

2. Collaborative Processes and Capacity for Joint Action

Ansell and Gash's (2008) cooperation governance model recognizes that dialogue, building trust, the process of commitment, mutual understanding, and results are ingredients that support each other, not a linear progress; because dialogue builds trust, building trust leads to more participation, and conflicts that are not worked out can hold up the whole process; the worth of dialogue hangs on its actual effect on decisions, rather than on the quantity of meetings, as research suggests that conversations must go further than just sharing information to lead to coordinated action (Roengtam & Agustiyara, 2022). Trust is built through consistency and leadership, while it is weakened when information is selected and made public; and participation grows when it is meaningful, as seen in community-based programs where commitment grows when participants can contribute their knowledge, rather than simply following instructions (Afandi et al., 2024). A shared understanding requires only an appropriate common frame of reference, not full agreement, covering a company's social purpose and the distribution of responsibilities, while outcomes such as improved reporting or new partnerships demonstrate the practical value of collaboration without providing a full picture of impact.

3. Facilitative and Participative Leadership

Leadership is a key mechanism of collaborative governance because the actors are often not on the same level in terms of power, skills, or access to resources; and while leadership can impose decisions, it may not foster the sense of participation needed for action to be successful in the long run, while collaborative leadership works by creating interactions and keeping people focused on the process. Facilitative leadership is most relevant in local government, where cooperative relationships and clear lines of account contribute to leadership success (Morse, 2022), and village heads hold a position that combines formal political authority with responsibility for development, although intervention can lead to a loss of managerial independence, so the main challenge is to provide institutional leadership without taking over the management of daily affairs. Collaborative leadership is different from leadership that is focused on a single officeholder's personal qualities, since joint leadership is socially achieved through interaction among multiple individuals (Robinson & Riddell, 2022), a distinction that matters for Village-Owned Enterprises because managers and external partners may all perform leadership functions at different collaboration stages, consistent with case-study evidence that successful collaborative leadership requires attention to relationships and process credibility rather than hierarchical command alone (McKinney et al., 2023).

Mediation of conflict is an important leadership practice in BUMDes because these organisations involve multiple stakeholders with different interests, including economic, administrative and social considerations. There may be differences in loan management and distribution of resources and sharing of benefits among the participants. Facilitative leaders create spaces for dialogue, build mutual understanding, and support the development of solutions, but do not allow individual actors to dominate the collaborative process. Beyond

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the resolution of immediate conflicts, leadership also shapes the long-term stability of collaboration by institutionalising governance practices. Collaborative relationships that depend strongly on personal networks of village heads may become vulnerable to changes in politics or management. Thus, sustainable leadership is the creation of institutional mechanisms, such as clear procedures, evaluation processes and accountability systems, that enable collaboration to continue beyond the individual leadership arrangements. The focus of this study is facilitative leadership, specifically the conflict mediation and institutionalisation dimensions, as the main variables that explain the role of village leadership in maintaining collaborative relationships and strengthening institutional stability in the governance of BUMDes.

4. Rural Innovation Networks and the Quadruple Helix

Often Village-Owned Enterprises (BUMDes) rely on knowledge, resources and capabilities beyond the scope of the village administration. Such external relationships may include government institutions that can offer regulatory support, private sector actors that can provide financial and technological resources, academic institutions that can facilitate knowledge transfer and capacity development, and civil society that can provide community participation and social legitimacy. These interactions can be analysed in the context of the Quadruple Helix framework, which explains how innovation arises from the collaboration of government, industry, academia and civil society within a common innovation ecosystem. In contrast with stakeholder mapping, which focuses on identifying actors and their roles, the Quadruple Helix perspective emphasises the processes of knowledge exchange, learning and co-creation that enable organisations to develop adaptive capabilities. Hence, the framework is relevant to understand not only who contributes resources to BUMDes development but also how these resources are transformed through interaction in becoming organisational learning and innovative capacity. However, the abundance of actors does not ensure successful innovation. Partnerships may result in limited outcomes when knowledge transfer is weak or organisations are overly dependent on external support. Research on solidarity economy networks shows that local development and social innovation are more sustainable when organisations are engaged in relationships that foster collective learning and sharing of resources (Guarascio, 2022). Similarly, studies on collaborative governance in rural contexts indicate that networks foster local development when actors establish ongoing coordination and trust-based relationships (Lu & Carter, 2022; Valderrama & Polanco, 2024). This study uses the Quadruple Helix framework to identify patterns of interaction across sectors and collaborative governance to explain how these interactions are managed through dialogue, trust building, commitment, and shared understanding. The integration of both perspectives enables the analysis to go beyond the identification of stakeholders to how the relationships among actors generate knowledge exchange, strengthen organisational capacity, and support the sustainability of BUMDes development.

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5. Synthesis of the Literature and Research Gap

The reviewed literature shows that Village-Owned Enterprises (BUMDes) are hybrid institutions which have to balance economic objectives, social responsibilities and interests of local communities. Based on existing studies, the sustainability of BUMDes cannot be explained only by financial resources or formal institutional arrangements. Still, it is also influenced by managerial capabilities, governance practices, innovation capacity, and community involvement (Kusumastuti et al., 2022; Kase et al., 2024; Sari et al., 2024; Widiastuti et al., 2024). Further, research on collaborative governance highlights that collective action is a function of institutional arrangements, leadership practices, trust development, and implementation capacity, not simply the existence of multiple stakeholders (Lu & Carter, 2022; Bhattarai et al., 2023; Cheng et al., 2024; Yang & Emerson, 2025). Studies in rural settings also suggest that unclear goals, poor coordination, and weak leadership processes may inhibit collaborative economic development, while sustained relationships among stakeholders can strengthen organisational outcomes. These insights notwithstanding, existing research offers limited explanation of how governance, innovation networks, and leadership practices interact in the everyday operation of BUMDes. Leadership is often also studied as an individual attribute or managerial characteristic as opposed to a continuous facilitative process through which village leaders enable dialogue, coordinate resources and maintain collaboration among stakeholders. To fill this gap, a process perspective is needed to understand the contribution of collaborative leadership practices to the institutional capacity and sustainability of BUMDes.

A process-oriented analysis of leadership based on the collaborative governance framework of Ansell and Gash (2008) and Emerson et al. (2012) fills the gaps. The analytical framework is comprised of five interconnected dimensions: face-to-face dialogue, trust building, commitment to process, shared understanding and intermediate outcomes. This study conceptualises leadership not as an individual attribute or style of leadership, but as a collaborative capacity of village leaders to facilitate interaction, coordinate resources, and support collective action among stakeholders. In this framework, conflict mediation is considered as part of trust building and commitment to process, while resource mobilisation is seen as part of the intermediate outcomes that reflect the development of organisational capacity. These dimensions are analysed in their manifestation in daily collaboration practices such as stakeholder communication, mutual trust building, common goal alignment and translation of collaborative decision into organisational action. From this perspective, the study examines how village leadership contributes to the formation of collaborative relationships and the strengthening of BUMDes capacity, as well as how these processes support the sustainability of collective efforts among stakeholders.

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Method

The research was conducted qualitatively by using a single case study approach to analyse the ability of village leadership in facilitating stakeholder collaboration in BUMDes "Dana Asri Sejahtera" in Wonoasri Village, Tempurejo Subdistrict, Jember Regency. The case was chosen as the organisation is an example of a context where the village economic activities involve interactions between government institutions, BUMDes managers, community members, external partners, and knowledge providers. The analysis focused on village leadership practices related to collaborative decision-making, resource coordination, partnership management and management of stakeholder differences. This study focused on leadership practices rather than personal leadership characteristics, and the principles of qualitative case study (Creswell & Poth, 2018; Yin, 2018) were used. Data were collected from a range of key stakeholders representing different institutional perspectives, including village government representatives, BUMDes managers, community, supporting financial and service institutions, and academic or expert informants. The participants were selected purposively based on their formal role, their direct experience of BUMDes activities, their experience of organisational processes, or their experience of stakeholder collaboration. Participants were interviewed using semi-structured interviews through direct interactions and each interview session lasted around 30–60 min. The data collection process was continued until sufficient information was collected to understand the main patterns of collaborative leadership practices as indicated by the recurring themes and the limited emergence of new information in subsequent interviews. All participants took part voluntarily and no significant refusal was made during recruitment. The village and partner organisation names are kept for empirical context for the case, but participant identity was protected using anonymized coding and ethical consent procedures. This approach enabled the study to explore the dynamics of collaborative leadership while maintaining appropriate standards of confidentiality.

The analysis of the data was conducted using an iterative qualitative analysis process by combining deductive and inductive approaches. The first coding process was based on the collaborative governance framework of Ansell and Gash (2008) with regard to the main dimensions of face-to-face dialogue, trust building, commitment to process, shared understanding and intermediate outcomes. Further codes were developed inductively from the empirical data to reflect context-specific practices such as stakeholder coordination, conflict mediation, and resource mobilisation in the BUMDes setting. As the analysis process progressed, the coding framework was refined as emergent patterns and relationships between themes became clearer. Analysis was performed through constant cross-checking of interview findings, field observations and relevant documents, to ensure consistency in analysis. Interpretive challenges were addressed through iterative review of coded materials and discussion of emerging themes to ensure that findings reflected perspectives of different stakeholder groups. The analysis also investigated differences and contrasts across participants to identify potential negative cases and avoid over-simplistic interpretations.

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Ethical procedures were followed in the research process through informed consent, confidentiality protection, and anonymous identification of participants. Interview records and transcripts were securely managed and access was restricted to research purposes. The names of the village and partner organisations were retained to provide the empirical context of the case, but individual participants were assigned anonymized codes

Result and Discussion

1. Organizational Context and Collaborative Network

Wonoasri Village, which includes the Kraton and Curah Telae areas, covers an area of approximately 624.54 hectares and had a population of 5,736 people in 2022 (BPS Jember Regency, 2023). Local economic activities are mainly agricultural activities and small scale business activities which generate the demand for accessible financial services and transaction facilities that sustain the village economy. BUMDes "Dana Asri Sejahtera" has several business units to meet these needs, such as microcredit services, business rental services, and payment service facilities. Among these units, the microcredit unit is the largest operational activity with a total loan distribution value of around Rp1,893,179,525 in 2023, compared to the total village capital contributions of Rp360,000,000 (BUMDes Dana Asri Sejahtera Annual Report, 2023). This figure is indicative of the scale of operations and level of community use of the service, but is not a direct indicator of profitability or overall financial performance. A broader evaluation of its role in the long- term local economic development would need more financial indicators such as repayment performance, operational costs, revenue generation and net surplus. The development of BUMDes activities is supported by collaboration among village government institutions, community members, financial partners, service providers and academic institutions. Institutional support and capital facilitation is provided by village government, BUMDes managers carry out daily operations, communities act as service users and local stakeholders, supporting infrastructure and resources are provided by external partners, and knowledge development and capacity building is contributed by academic institutions. The collaborative structure shows that BUMDes development is driven by the interaction of various actors, as no single stakeholder has all the resources, knowledge, and legitimacy to sustain village-based economic initiatives.

2. The Role of Face-to-Face Dialogue in Establishing Shared Goals

Face-to-face interaction has become the main route for all stakeholders to coordinate business operations and establish a shared understanding of the aims of Village-Owned Enterprises (BUMDes). In Dana Asri Sejahtera Village, village leaders, BUMDes managers and community members routinely communicate to conduct dialogues, solve operational problems, review ongoing activities and find out community needs. These communication strategies not only transmit information, but also generate the opportunity for all parties to connect particular corporate decisions to wider socioeconomic goals. This continuous communication allows all stakeholders to better grasp the service aims of the BUMDes and their respective roles in fostering economic development at the village level. The outcomes of

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this study confirm that face-to-face interaction provides a platform for all parties to communicate, define roles and set expectations, which leads to the building of collaborative partnerships. This is in line with the findings of Ansell and Gash (2008) who have argued that a crucial basis for collaborative governance processes is direct engagement between stakeholders, since it builds trust, strengthens commitments and generates shared knowledge. But success of such talks doesn't depend just on the number of sessions held. If communication is just employed to fulfil administrative approval procedures, then the participatory forums will degenerate into procedural activities that are not able to become a forum for all parties to express their opinions and participate in decision-making (Sobari, 2023).

This research also found that such communication in Wonoasri Village is a mechanism of leadership empowerment. It links operational data, needs of stakeholders and collective objectives. The regular communication of the village heads, BUMDes managers, and community participants enables the adjustment of initiatives according to changing conditions and local demands. Face-to-face interaction has real organisational value only when it fosters active involvement, explains the roles of all players, and results in follow-up activities, not when it is a formal consultation procedure.

3. Fostering Devotion to Collaborative Processes and the Formation of Mutual Understanding

Village authorities, community members, and local stakeholders have been included in the deliberation process and the operation of service delivery, thus demonstrating a commitment to participation. Proposed business-unit changes were presented in village forums before they were implemented in an effort to increase the legitimacy of decisions, which were expressed not only by the act of attendance but also in the belief that participation could meaningfully change outcomes. The continual clarification of the enterprise's goals and expected contributions helped promote shared understanding. Community members were microcredit clients and payment-service users, Bank Negara Indonesia and PT Pos Indonesia provided infrastructure, and academic partners provided expertise. This demonstrates that the substantive nature of joint commitment was only realised when actors invested resources or legitimacy, rather than merely endorsing decisions. Data suggest that commitment and shared understanding are mutually reinforcing; participants continue to participate when they perceive the process to be fair. In contrast, low commitment and sectoral interests (Bisri et al., 2024) tend to lead to collaboration that is only for the sake of formal coordination and not of real joint responsibility. Sharing decision-making and having clear, proportionate roles improves good governance (Anwar et al., 2025). For example, in Wonoasri, the village head facilitated the establishment of this connection by maintaining consistency in deliberation and translating village-development objectives into operational tasks. The stakeholders were able to move from symbolic participation to substantive direction setting as shown in follow up discussions on new initiatives. This pattern suggests that adaptation to local context is critical in embedding collaborative practices, as is active facilitation, consistent with collaborative

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governance theory where commitment and common understanding are iterative conditions supporting collective action (Ansell & Gash, 2008; Emerson et al., 2012).

4. Commitment to Process, Shared Understanding, and Conflict Management

Key points of contention included priorities for allocation of the funding and the process of project implementation. The Village Chief, acting as a facilitator, gathered the different parties to express their points of view and led the group towards a compromise that was accepted by all. This step was very timely, as failure to resolve these issues could have had a negative impact on management coordination and stakeholder participation. While facilitative leadership does not eliminate disagreements, it maintains a dialogue process that manages conflicts of interested parties, without disturbing operations. In addition, this mediation of the conflict helps build trust in decisions made together, so that stakeholders feel heard and understood, which makes the results more likely to be accepted, even if the actual decision is not in line with stakeholder preferences. This finding supports the basic concepts of cooperative governance that procedural legitimacy, trust, and collective commitment are key to ongoing collaboration (Ansell & Gash, 2008; Emerson et al., 2012). This is in line with current research finds that leadership trust and fair governance encourage learning and improved performance in Village-Owned Enterprises (Basri et al., 2024). This partnership has brought about multiple positive results, including an improvement in the availability of small loans, the growth of the local food industry, access to payment services, and participation in the local community. In 2023, this project had 1,532 customers with small loans totaling Rp 1,893,179,525; its income contribution to the village went up from Rp 4.7 million in 2023 to Rp 5.5 million in 2024, or about a 17 percent improvement. This is a small institutional achievement and shows the real benefits of collaborating. These indicators, though, can't be taken as real proof of improved long-term quality of life, since the loan turnover shows nothing about how profitable or how sustainable the projects are. That said, we can make a couple of basic things about these projects: more services created, and more help for people, as well as a few good first steps in village finances. More solid statements about their impact need to be confirmed by more data over time on net income, loans, and how well businesses are doing.

5. Determinants of Collaborative Leadership: Internal and External Factors

The analysis found seven factors that influence collaborative leadership practices in Dana Asri Sejahtera, which can be grouped into two broad categories. The first category is internal factors that come from within the village organisation and community environment. The second category is external factors that come from relationships, institutional support, and wider collaborative networks. Internal factors include elements of leadership capacity, organisational readiness and community engagement. External factors include support of government institutions, partner organisations, knowledge providers and resource networks. These factors should not be seen as separate sources of influence, but as interrelated conditions that collectively impact the development of collaborative leadership. The findings suggest that

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collaborative leadership in Dana Asri Sejahtera was created by the interaction of internal organisational capabilities and external resources, where the leadership in the village acted as a mechanism to coordinate, integrate and transform the two forms of support into collective action.

Table 1. Internal and External Conditions Shaping Collaborative Leadership in "Dana Asri Sejahtera"

Dimension	Factor	Role in Shaping Collaborative Leadership
Internal	Human-resource capacity	Provides internal capabilities that support financial administration, digital service management, marketing activities, and business management practices within BUMDes.
Internal	Organizational communication	Facilitates coordination, information exchange, evaluation processes, and discussion of operational challenges among stakeholders.
Internal	Institutional trust	Creates legitimacy and confidence among stakeholders, supporting participation, openness, and acceptance of collaborative decisions.
External	Government policy and institutional support	Provides regulatory legitimacy, institutional guidance, technical assistance, and opportunities for organizational development.
External	Bank Negara Indonesia and PT Pos Indonesia	Provides access to financial service networks, transaction infrastructure, and technological resources that support BUMDes service delivery.
External	Academic institutions	Provides knowledge transfer, training, mentoring, and capacity-building support for organizational development.
External	Local economic conditions	Shape the context in which BUMDes activities operate, including interactions with agricultural activities, small businesses, trade sectors, food services, and public service needs.

Source: Authors (2026).

Human Resources Capacity, Information, and trust form the foundation of BUMDes, as managerial and digital skills can be a struggle for leaders, leading them to push for skills training and support from outside groups (Safitri et al., 2025). Based on that, skills and governance are shown to be some of the main factors in how well BUMDes performs (Indrawanto et al., 2025) that trust in leadership can improve learning because the process is

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believed to be just (Basri et al., 2024). Factors outside the organization help grow the amount of help and support available, with government backing that makes it easier to set rules, and partnerships with Bank Negara Indonesia and PT Pos Indonesia that supply infrastructure the village cannot independently create, academic organizations that contribute knowledge, and local economic conditions that shape the purpose of each business unit. These internal and external factors are mutually supportive, as weak internal skills lead to greater external training needs, while external support provides little benefit unless managers make the knowledge gained part of the organization. Collaborative leadership therefore works as an adjustment mechanism, transforming the interdependence of resources between internal needs and external policies, knowledge, and technology into coordinated institutional action.

6. Theoretical and Empirical Contributions

The findings contribute to the literature on cooperative governance by demonstrating how facilitative leadership operates through a series of behaviours in the cooperative process. Initially, the village head facilitated chances for face-to-face interaction and encouraged more transparent exchange of information among the involved parties. These approaches clarified responsibility, minimised confusion, and maintained commitment throughout debate. Through better coordinated engagement, the village head also mediated emergent conflicts and connected individuals to the resources needed to implement agreed choices. In this process, leadership connected involvement with resource mobilisation and then to execution, rather than merely providing a positive background environment for cooperation (Ansell & Gash, 2008; Emerson et al., 2012). Formal authority and administrative requirements provide an institutional underpinning to the process, although pre-existing trust, organisational ability, and partner incentives may also have underpinned collaboration. The results suggest that these criteria alone did not explain how players were brought into discourse, how conflicts were addressed, and how resources were allocated during implementation. The study therefore contributes to the understanding of collaborative leadership as a collection of institutional practices implemented through interaction, mediation, and coordination rather than a fixed human quality. This perspective fits with integrative public leadership, which highlights the importance of leadership in linking institutions, stakeholders and public ideals beyond organisational boundaries (Parkkinen, 2025).

The Wonoasri case empirically illustrates how collaborative governance operated in a hybrid rural economic institution, adding to previous work discussing Village-Owned Enterprise development variables such as leadership, trust, innovation, and accountability (Basri et al., 2024; Fitriani et al., 2024; Wulandari & Wardani, 2024). A further contribution rests in separating stakeholder presence from collaborative capacity, as the case demonstrates that multi-actor involvement did not automatically produce successful governance; collaboration became substantive only when dialogue generated trust and collective decisions were supported by resources for implementation. The study, therefore, offers a process-level explanation of how village leadership transformed resource interdependence into shared organisational capacity.

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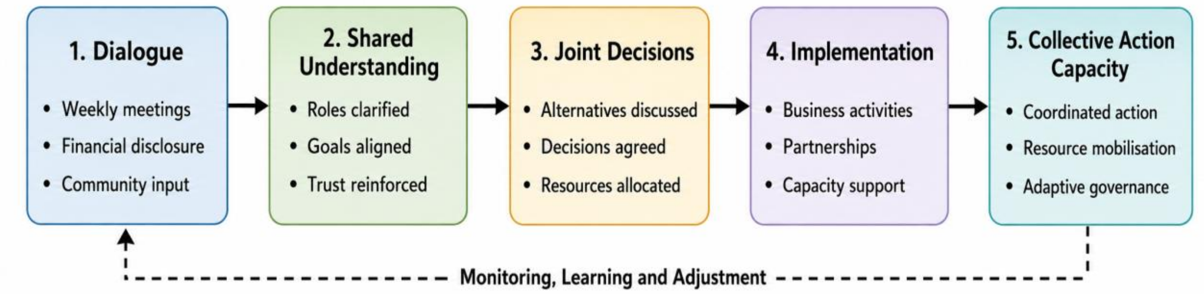
7. Collaborative Infrastructure as a Basis for Facilitative Leadership

The results showed that facilitative leadership in "Dana Asri Sejahtera" was supported by formal governance systems and regular contact among players engaged. The village leader actively participated in regular evaluation sessions, information exchange, collaborative talks, dispute resolution and creating collaborations with external parties. Members might use the weekly meetings to discuss concerns and examine what was happening. Financial openness also helped to build confidence and talks in the community encouraged members to get involved in decision making. The performers knew their roles and duties better by virtue of regular contact. When there were difficulties, the village chief helped arbitrate to ensure that cooperative activities could continue.

The data indicate that leadership was not independent of the institutional context. The official status of the village head gave power and administrative assistance but formal authority alone may not have been sufficient to inspire genuine involvement. At the same time, excellent connections between players may have had little impact if they were not reinforced with power to implement joint choices (Parkkinen, 2025). The cooperative was also still quite dependent on the village head. This reliance could be an issue with a leadership transition. Formal routines of the cooperative ought to include regular review meetings, processes for exchanging information and practices for dispute resolution. This can enable collaboration even if there is a change in village leadership.

8. From Dialogue to Collective Action Capacity

Within Wonoasri, face-to-face discussions created value when linked to actors able to implement decisions, as weekly evaluations connected operational problems to enterprise managers and village authorities, while deliberations ensured business programs were aligned with community needs and legitimacy. Organizations such as Bank Negara Indonesia, PT Pos Indonesia, and academic institutions are facilitating the formation of networks and connecting the needs of organizations with knowledge in the areas of technology and management, so that this dialogue can lead to coordination of actions instead of being a goal in and of itself.



Source: Based on field data (2024), Ansell and Gash (2008), and Emerson et al. (2012).

Figure 1. From Dialogue to Collective Action Capacity in Village-Owned Enterprise Governance

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Collaborative governance involves more than just discussions, as it needs institutional procedures, knowledge, authority, leadership, and material sources to support collective decisions (Emerson et al., 2012). Nevertheless, the success of collaborative action requires effective institutional coordination and institutional capacity, as studies on the Village-Owned Enterprises (VOEs) show that collaborative impacts are greater when stakeholders have clear responsibilities and clear mechanisms to implement agreements, while collaborative forums have shown to be less effective when human resources are limited or responsibilities are unclear (Cahyaningrum et al., 2025). In Wonoasri, routine evaluation and the village head's coordination role bridged this gap, showing that the capacity for action comes from the balance between consultation, authority, and resource mobilization (Ansell & Gash, 2008; Emerson et al., 2012).

9. Transparency, Trust, and the Risk of Person-Centred Governance

Transparency of "Dana Asri Sejahtera" was maintained by the yearly reports, financial audits, bulletin boards, the village website and social media. These channels served to fill up the gaps in information between the village authority, cooperative management and the community. Information disclosure alone is not adequate since its usefulness depends on stakeholders' ability to exchange information and on the specific action taken after detected concerns (Lee & Ospina, 2022a/2022b). Trust also has both a personal and an organisational dimension. Community members indicated confidence in the honesty of the village head, but questions regarding management continuity following a change in leadership suggest portion of this trust stayed with the individual leader, rather than the institution. Thus, consistent reporting and the capacity to manage expectations between government, management, and community actors are essential for preserving stakeholder confidence (Fitriani et al., 2024). The results imply that transparency has to be complemented by institutional processes, such as uniform reporting and explicit methods for leadership change. Such structures can assist to maintain confidence once a specific leader has moved on and lessen reliance on personal ties.

10. Commitment, Actor Contributions, and the Risk of Free-Riding

This was evidenced by the ongoing attendance of the village government, management, community members and academic institutions to meetings and service activities. Actors offered specialised resources, skills, time or organisational assistance and participation became more significant. This implies that commitment must be judged not only via attendance but through the contributions made by actors throughout time. These contributions' distribution also influenced the participants' fairness views (Bisri et al., 2024). The clarified duties assisted actors to know what is expected of them and helped their continuous engagement (Setiono & Kustulasari, 2025). This is also consistent with research that demonstrate that stakeholders vary in their degree of influence and in the resources, they bring to cooperation (Cahyaningrum et al., 2023). Therefore, clear role allocation becomes vital for avoiding unequal involvement and lowering the likelihood of certain actors benefitting from collaborative efforts without making similar contributions (Cahyaningrum et al., 2025).

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In Wonoasri the village head fostered commitment by linking the resources provided by diverse players with particular organisational requirements. The findings do not provide clear proof of intentional advantage to certain parties without contribution. Instead, they highlight to the possible risk of unequal participation, when duties are concentrated among a few people. Such mismatch may promote free-riding and undermine teamwork in the long run. The involvement of people can be affected by differences in motivation and willingness to participate (Choi & Robertson, 2019). Sectoral interests and inadequate commitment can also hamper the success of multi-actor collaboration (Bisri et al., 2024). Contributions consequently need to be made more evident through explicit duties and regular partnership evaluations. These assessments should examine attendance, actors' adherence to stated obligations, provision of resources, and contributions to capacity development (Ambrose & Siddiki, 2024; Bisri et al., 2024). This difference helps to differentiate symbolic engagement from more substantial types of commitment (Turner, 2014).

11. Intermediate Outcomes and the Limits of Economic Impact Claims

The economic evidence from "Dana Asri Sejahtera" demonstrates various intermediate findings but does not give an adequate foundation for making strong statements regarding wider economic impact. The statistics available indicate shifts in business turnover, services activity, and contribution to community revenue. These data are a measure of organisational activity but do not in themselves show that financial performance or community welfare has improved. A more accurate evaluation would need data on the distribution of the loans in relation to the outstanding portfolio, the performance of the repayment, non-performing loans, operational expenses, net profit, and the contribution of BUMDes to the overall revenue of the village. Evidence at the beneficiary level would also be needed to establish if the services delivered measurable gains to households or business users.The findings should thus be seen as evidence of intermediate organisational outcomes rather than definite economic effects. The disclosed financial data indicate that the firm was able to mobilise resources and sustain service operations, but the lack of comprehensive financial and beneficiary-level information restricts judgements concerning efficiency, profitability, and welfare impacts. For this reason, here the economic impact of "Dana Asri Sejahtera" is explored in terms of measurable organisational and service results. More robust assertions around financial sustainability or local economic improvement require more comprehensive longitudinal data.

12. Integrating Collaborative Governance and the Quadruple Helix

The players of "Dana Asri Sejahtera" were in the form of a Quadruple Helix, which consists of the public sector, academics, the community, and private sector partners. Each actor has distinct resources for the collaborative process. Formal authority, administrative assistance and coordination came from the village administration while local expertise, input and involvement in service activities were offered by community members. Academic partners supplied knowledge exchange and capacity-building; commercial sector players contributed

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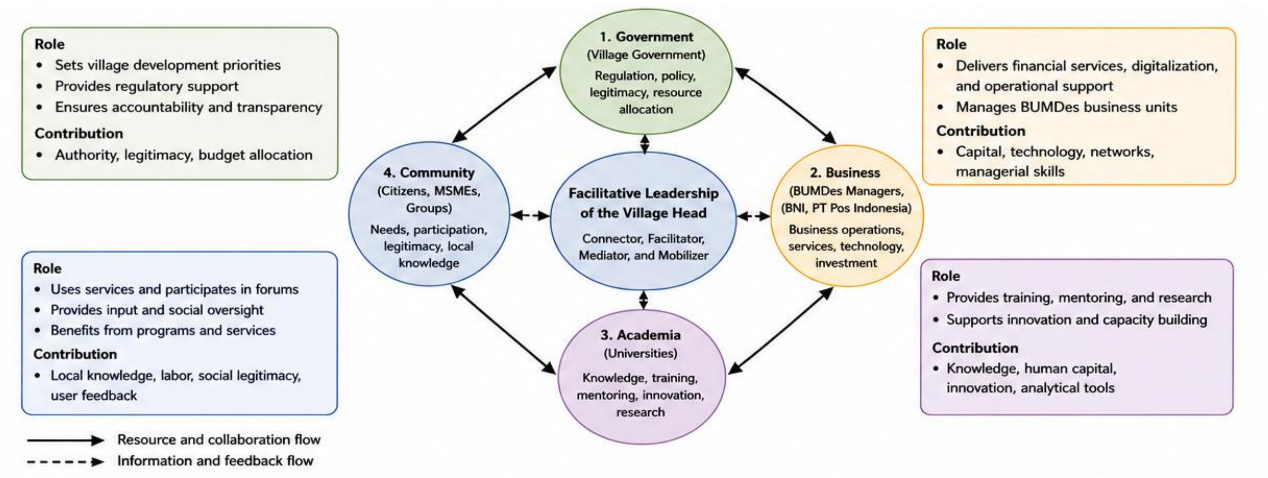
business networks and access to external resources. Such contributions were beneficial when coupled by frequent meetings, information exchange and collective decision-making. The key organisational effect was not just a larger involvement, but a greater capacity to integrate local expertise, institutional authority, technical input and external help in the implementation of cooperative operations. The results so suggest that the Quadruple Helix accounts for who provided resources and collaborative governance accounts for how the resources were coordinated and converted into organisational activity. This distinction matters because the diversity of actors does not guarantee that they will work effectively together when coordination is inadequate (Irungu et al., 2023; Saputra & Havlicek, 2025).



Source: Based on field data (2024) and Carayannis and Campbell (2009).

Figure 2. Integrating Collaborative Governance and the Quadruple Helix in Village-Owned Enterprise Development

In Wonoasri, the village head served as the connecting link between the two systems, facilitating access to external institutions and linking partnership resources to enterprise activities, a role similar to the liaison function in rural innovation systems, consistent with evidence that strong communication and sectoral coordination are important for knowledge transfer and sustainable rural innovation (Abdillah et al., 2022). The results suggest that the effectiveness of the helix was a function of interaction quality rather than categorical completeness, since collaboration requires capability transfer, repeated communication, and the incorporation of external knowledge into organisational routines.

13. A Process Model of Collaborative Village Leadership

The results show a repetitive process of collaborative village leadership development in "Dana Asri Sejahtera". The village administration first turned to enterprise managers, community people, academic institutions and other partners because of resource constraints. The village leader then encouraged contact through frequent discourse, exchange of information, cooperative decision making, conflict mediation and partnership growth. These approaches assisted performers to define roles, to create trust, to retain commitment and to

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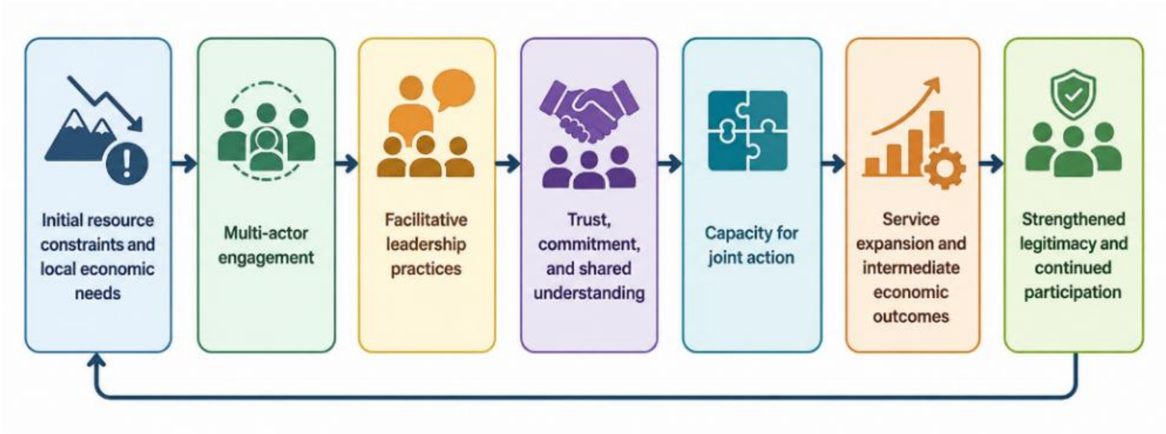
combine available resources. With increased coordination, choices taken in consensus might be transformed into activities such as microcredit services, leasing of food stalls and payment services. Regular assessment was then utilised to discuss these efforts and the experience gained was used to adapt later choices and resource contributions. Thus, the process was iterative, not linear, since implementation created fresh information that may send players back to debate, correction and additional coordination. This trend is consistent with the collaborative governance research that has found intermediate outcomes to build later interaction and commitment when actors see that progress is made as a result of their combined efforts (Ansell & Gash, 2008; Emerson et al., 2012).



Source: Based on Ansell and Gash (2008) and Emerson et al. (2012).

Figure 3. Process Model of Collaborative Village Leadership in Village-Owned Enterprise Development

The arrows imply reciprocal relationships (i.e., failures in accountability, leadership succession or stakeholder contribution can erode trust and reduce collective capacity, possibly reversing the cooperative process). Collaborative leadership was articulated through institutional practices rather than being considered as a stable personal characteristic. The theoretical contribution of this model consists in placing collaborative village leadership as a mechanism transforming resource dependence into shared organisational capacity. Internal conditions guide the capacity of the enterprise to use external support, and external conditions enlarge the resources available for action.

14. Policy and Managerial Implications

The findings show that collaborative governance requires support from more solid organisational frameworks. Regular evaluation schedules, clear meeting agendas, and defined duties for follow-up can assist preserve discussion, accountability, and conflict resolution across changes in village leadership (Ansell & Gash, 2008; Parkkinen, 2025). There is also a need for a broader performance framework for Village-Owned Enterprises as their responsibility goes beyond commercial sustainability. A more balanced assessment of the success of an organisation should be based on the evaluation of performance in terms of

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finance together with social and operational results (Fitriani et al., 2024; Sari et al., 2024). External relationships should also be intended to build internal capacity, rather than to foster long-term reliance on external players. The capacity transfer, practical training and information exchange can make the managers more autonomous in using external expertise over time (Wulandari & Wardani, 2024). At the management level, community engagement may be promoted through specific forums including MSMEs, women and vulnerable groups, particularly if their interests are not adequately reflected in ordinary village meetings. The division of responsibility of the village head, managers, supervisors and unit coordinators might be more clearly defined also to avoid dependency on one people and to ensure organisational continuity.

Conclusion

The results of this study indicate that facilitative leadership is very significant in the administration of the Village-Owned Enterprise "Dana Asri Sejahtera" in Wonoasri. The village head endorsed regular communication, transparency of information, rational decision-making, conflict mediation and the mobilisation of external resources to facilitate collaboration. These techniques linked the village administration, enterprise managers, community members, Bank Negara Indonesia, PT Pos Indonesia, and academic institutions by putting their varied resources into a coordinated governance process. Facilitative leadership was not simply a style of leadership but rooted in organisational practices that enabled actors to combine power, expertise, technology, financial resources and social legitimacy. This collaboration facilitated the provision of microcredit services, culinary-stall leasing, payment services, community engagement, and early village income contributions. These findings should be viewed as intermediate organisational outcomes rather than as definitive proof of long-term gains in community well-being. Internal circumstances including human resource capability, organisational communication and institutional trust, and external assistance from policy structures, collaborations, academic networks and local economic prospects all played a role in leadership effectiveness. Overall, the findings indicate that facilitative leadership should be best conceptualised as a bundle of techniques by which resource interdependence is converted into collective action capability.

The institutionalization of evaluation processes, reporting and partnership standards, conflict resolution mechanisms, and the sharing of leadership responsibilities is crucial to making these outcomes sustainable. Such measures are critical to reducing local dependence on the village head and helping to maintain collaborative efforts after changes in leadership. The single-case design and the absence of longitudinal financial and social indicators indicate that future research needs to contrast Village-Owned Enterprises across different institutional contexts and examine longer-term outcomes such as profitability, credit quality, job creation, business survival, and changes in beneficiary income.

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