

Transformational Leadership of Pucangsewu Village Head in Developing Sustainable Environmental Innovation

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Abstract — Environmental problems in Indonesia are increasingly disturbing due to the varying amounts of daily consumption. Household waste is a serious problem in every region in Indonesia, including at the regional level. Innovation in public services in the environmental sector is needed to address this issue. Pucangsewu Village, Pacitan District, Pacitan Regency has designed a Recycling Center to process the waste of the Pucangsewu Village community. The purpose of this study will discuss a leader in the process of developing a local Recycling Center as a solution to the waste problem in the village. The theory used is Kharis's Transformational Leadership Theory (2015). This study uses a descriptive qualitative approach with an interview method. Researchers conducted interviews with actors who have roles in innovation. The results of this study show that in the journey of developing the Pucangsewu Recycling Center, the main obstacle is human resources who still do not know how to dispose of waste properly and in the process of sorting organic and inorganic waste. The theoretical contribution is used to implement Kharis's transformational leadership theory, 2015. The impact of this study will provide knowledge and references for leaders to be more sensitive to environmental problems in their regions. And provide motivation to leaders to innovate to overcome environmental problems.

Keywords: *Sustainable Environment, Innovation and Transformational Leadership*

Abstrak — Permasalahan lingkungan hidup di Indonesia semakin meresahkan dengan jumlah konsumsi masyarakat sehari-hari yang bervariasi. Sampah rumah tangga menjadi permasalahan serius di setiap daerah di Indonesia, termasuk di tingkat daerah. Diperlukan inovasi dalam pelayanan publik di bidang lingkungan hidup untuk menangani kasus ini. Desa Pucangsewu, Kecamatan Pacitan, Kabupaten Pacitan telah merancang sebuah Pusat Daur Ulang untuk mengolah sampah masyarakat Desa Pucangsewu. Tujuan dari penelitian ini akan membahas tentang seorang pemimpin dalam proses pengembangan Pusat Daur Ulang setempat sebagai solusi permasalahan sampah di desa tersebut. Teori yang digunakan adalah Teori Kepemimpinan Transformasional milik Kharis (2015). Penelitian ini menggunakan pendekatan kualitatif deskriptif dengan metode wawancara. Peneliti melakukan wawancara dengan para aktor yang memiliki peran dalam inovasi tersebut. Hasil dari penelitian ini adalah dalam perjalanannya mengembangkan Pusat Daur Ulang Pucangsewu mengalami kendala utama yaitu sumber daya manusia yang masih belum mengetahui cara membuang sampah dengan benar dan dalam proses pemilahan sampah organik dan anorganik. Kontribusi teoritis guna untuk implementasikan teori kepemimpinan transformasional Kharis, 2015. Dampak dari penelitian ini akan memberikan pengetahuan dan referensi bagi para pemimpin agar lebih peka terhadap permasalahan lingkungan hidup di daerahnya. Serta memberikan motivasi kepada pemimpin untuk berinovasi mengatasi masalah lingkungan.

Kata Kunci: *Keberlanjutan Lingkungan, Inovasi dan Kepemimpinan Transformasional*

INTRODUCTION

Public innovation is not only moving in administration, services or goods but in other areas of life public innovation is needed to provide a positive impact on society or public organizations. The environmental sector is a serious problem in the community environment. The accumulation of household waste is one example that often occurs in urban areas. The number of waste management and sorting places is the main obstacle in practice. According to data from the Ministry of Environment in 2023, the highest waste achievement occurred in the household scope with a total of 39.1 percent, the second came from traditional markets at 20.4 percent and the third came from business centers at 17.8 percent. These data show that household waste is a serious problem that requires immediate resolution. The total from districts or cities throughout Indonesia in 2023 explained that as much as 35.2 percent or 11,069,078.47 tons/year of waste that is not managed properly. This shows that the amount of public consumption with the number of waste management places in the community is not yet balanced. The threat continues to be a negative impact that will continue to accumulate in the future. The presence of water, land and air pollution due to waste accumulation exceeding the capacity of the place. Global warming, ecosystem damage to the emergence of diseases are the beginning of natural damage (Febrian et al., 2023). The importance of serious handling considering the various disasters that will occur. Maintaining a balance in the environment, social and economy is important to achieve a positive impact on life.

Until now, issues related to environmental pollution have been in the spotlight among world citizens, showing that consumers of a product have concerns about the environment and their perspectives or purchasing behavior (Mastarida, 2022). Research by Septiani et al. (2019) explains that in Salatiga Regency, household waste management is directed through reuse, recycling and landfilling. This will have an impact on reducing plastic waste consumption which directly faces the socio-cultural fields in society. The culture that occurs is that people find it difficult to change their thinking to switch from plastic to environmental awareness. In a study by Singh & Sharma (2016), it was stated that in India, in waste management there is a formal system created by the government in collecting municipal waste which includes plastic waste collection. However, in the informal sector, such as scavengers, they can only collect PET bottles or single-use bottles. In addition, the management of fast-wearing recycling waste processing methods and technologies is an obstacle in processing plastic waste. The existence of public innovation in the environment can answer the waste problems that exist in society. This green public innovation will have a significant positive impact on competitive advantage, types of environmentally

friendly products and the success of environmentally friendly products (Wong, 2012). Tang et al.'s research in 2018 explains that green innovation will have a positive impact on organizational performance if there is a service process at the managerial level. Mastarida (2022) in his study explained that answering the above challenges requires a responsive approach to the environment and the market that focuses on the organization to create public innovation for its service activities. With the ongoing activities, it also encourages the organization to carry out its processes and also to develop strategies to achieve organizational goals by reducing environmental risks and increasing environmental efficiency (Mishra et al., 2017). Sustainable public innovation can have an impact on the public organization because it is not only focused on the types of public services for goods, services and administration. This innovation also motivates the local community to improve negative behavioral patterns towards environmentally friendly ones.

The importance of a public organization developing an environmental public service innovation is a form of contribution to the environment. This innovation strategy also builds the organization's environmental responsiveness to prevent pollution, the use of technology that is not easily polluted. Meanwhile, environmental innovation is also a strategic resource to achieve competitive advantage by developing environmentally based programs (DeBoer et al., 2017). For organizations that focus on developing public service innovations in a sustainable environment, related parties will be ready to integrate capabilities into organizational resources to reduce environmental risks and impacts, thereby strengthening the organization's identity, capabilities and expanding new markets (Lin et al., 2014). According to Porter & Linde, (1995) also explained that environmental innovation can provide a stimulus for organizations to withstand external pressures and survive the organization. However, it is very rare to find public organizations able to develop sustainable environmental innovations. Sustainable public service innovation aims to create and develop social, economic and environmental values. Thus, it requires a collaborative process involving many actors and knowledge from various sources (Orellano et al., 2021).

The industrial revolution 4.0 has an impact on waste management in other developed countries. The United States has implemented 4.0 technology developed by the local government, namely the online recycle schedule. Almost all areas of the United States have implemented recycling waste collection at each resident's home with a schedule twice a week. However, in reality, there are some residents who ignore the schedule set by the system because of the busyness of the residents, this causes waste that is not transported optimally. So the local office created an application that aims to compile a waste collection

schedule and send regular reminders to their respective gadgets. Application users only need to fill in their home address and postal code, then the application will track the waste transportation route passed (Boyko-Weyrauch, 2019). In contrast, in Ubud, Bali, they have also implemented waste management using 4.0 technology called Gringgo, a website application that aims to provide information to students in schools about how to collect waste and to train the business spirit of school children. Over time, this application has developed into an information pointer regarding the nearest waste recycling place. This application works with the local government to open data to the public. The freely accessible data such as waste collection locations and the amount of each type of waste at that location (Ramadan & Muhammad, 2021). From these two examples of environmental public service innovations, it cannot be separated from the role of a leader. A leader who makes decisions and ratifies public policies that will later be implemented together in order to achieve certain goals.

The role of a leader in formulating innovation to developing innovation is needed. According to research from Prasetyanti & Kusuma (2020), it explains that in the Quituple Helix model there are three factors for successful innovation at the village level that are sustainable, namely political and leadership factors, process and bureaucratic factors and socio-environmental factors. Kalvet's theory (2012) in his research by Akbar & Oktariyanda (2023) also states that there are six factors that influence digital-based innovation, namely leadership and public sector competence, adequate funding, legislative and regulatory support, strategic development of information technology infrastructure, public & private partnerships and private sector competence. Public service innovation occurs not only at the central level but also at the subordinate level, it is mandatory to create and develop public service innovation. The role of a leader to maintain the life of the organization is very much needed. As a captain in sailing a ship, direction and motivation are needed in running the ship. Motivation and support from superiors are needed for subordinates to carry out their respective duties. A leader must have a visionary nature in running the public organization he leads. Transformational leadership is one type of leadership that is suitable for creating and developing public service innovation. The innovation in question is not only innovation in public services of goods, services and administrative services. Transformational leadership not only provides encouragement for environmentally friendly innovation but can also significantly improve environmental performance. This is the primary reason for the moderating role in dynamic, environmentally-oriented implementation (Ledi et al., 2024; Ahmad et al., 2024). Transformational leadership is highly effective in responding to highly dynamic environmental issues because it requires flexibility and strategic innovation.

Leaders who are able to sustain their organizations by encouraging a culture of sustainable organizational development achieve significantly better outcomes (Jansen et al., 2009; Dong, 2023; Dong, 2024). Transformational leadership is recognized in various studies because it is believed to be a key factor in motivating and guiding subordinates to achieve goals and encourage the creation of organizational innovation ((Karimi et al., 2023; Mouazen et al., 2024). In the context of innovation, a transformational leader's role is not only as a leader but as an agent of change who is able to inspire, motivate and guide subordinates to explore their potential (Vinh et al., 2022). In fact, leadership not only provides a clear vision and direction but also indirectly creates a dynamic organizational work environment and stimulates creative ideas (Jun & Lee, 2023). Research by Pabendon et al. (2024) explains that transformational leadership is not only able to create a positive work environment but is also able to inspire subordinates to be creative. This happens because a clear vision, subordinate involvement and effective human resource management are the keys to the success of a sustainable innovation culture.

The problem in Pucangsewu Village is its location in the center of Pacitan Regency, with a diverse and dense population. This high level of consumerism makes it difficult to manage household waste. Pucangsewu Village is a high-risk area for flooding in the center of Pacitan Regency. Waste disposal at the Final Disposal Site (TPA) in Pacitan Regency experiences annual challenges in managing waste, which is dominated by household waste. The Head of Pucangsewu Village, Mr. Dimas is developing an innovation in public services in the environmental sector, namely the Karyo Tomo Recycling Center which provides services related to waste management. The innovation developed is the latest innovation from Mr. Dimas in leading Pucangsewu Village. The Pucangsewu Recycling Center provides a temporary waste disposal site that accommodates sixteen (16) Neighborhood Associations. This innovation aims to provide convenience for the management of organic and inorganic waste in Pucangsewu Village. Waste sorting carried out by the Karyo Tomo Recycling Center team is carried out every day. Organic waste is used for animal feed and maggot feed, while inorganic waste is grouped and then sold according to type. Through officers who go around to each area in Pucangsewu Village, they collect waste twice. The involvement of Pucangsewu residents in management with marginalized people is the focus of empowerment at the Recycling Center in Pucangsewu. The uniqueness of this innovation is the empowerment of marginalized people in Pucangsewu by managing the Recycling Center to become a center for livelihoods. With this innovation, it is able to provide knowledge and skills related to the environment, especially local waste management in Pucangsewu Village. Pucangsewu residents are required to pay the fees that

have been set together with different amounts. This article will explain the dimensions of transformational leadership in developing public service innovations in the environmental sector at the village level which will be discussed further. And this article argues that Kharis's transformational leadership theory, 2015, has a very important role in providing progress in sustainable environmental innovation at the village level, looking at a case study in Pucangsewu Village.

METHODS

Mr. Dimas Aji Putupraja as the Head of Pucangsewu Village in this context he is a policy maker and the main actor in the success of environmental innovation, Mr. Kurnianto as the Chairperson of the Karyo Tomo Community Self-Help Group, he is an environmental cadre in the sustainability of innovation in the Pucangsewu village environment and the first person in charge of the Recycling Center cycle managed by the Karyo Tomo Community Self-Help Group and Mr. Sipar as the Environmental Cadre of Pucangsewu Village as an inspector and plays an active role in socialization in the environmental field in Pucangsewu village. The location used for this article is in Pucangsewu Village, Pacitan District, Pacitan Regency.

This study also uses a document data collection method. The document in question examines news and social media that discuss the leadership of Pucangsewu Village in environmental innovation. Researchers filtered news that discussed the leadership of Pucangsewu Village in environmental innovation. Researchers also focused on the Instagram account belonging to the Pucangsewu village government, namely @kelurahan_pucangsewu. The researchers then selected posts from the @kelurahan_pucangsewu account, focusing on posts related to the Pucangsewu village head's environmental activities, from 2023 to the present. The duration of the posts on Instagram was chosen because of the village head's tenure in office. The reason for choosing this research location is because Pucangsewu Village is developing several public service innovations in the environmental sector such as developing a Recycling Center (PDU), developing infiltration land, making organic fertilizers, creating a Green Open Space (RTH) program at the Neighborhood Association (RT) level. In addition, Pucangsewu Village has become one of the finalists at the East Java Province level in the "Kelurahan Berseri" program held by the East Java Provincial Environmental Service with the Pratama category in 2024. In addition, in 2024, Pucangsewu Village was also a finalist in the Climate Village Program (Proklim) held by the Ministry of Environment and Forestry of the Republic of Indonesia. However, this study focuses on the development of the Pucangsewu Village Recycling Center. This study was conducted from April to July 2024. This study uses Kharis' Transformational Leadership theory (2015) which includes dimensions of charisma, inspirational

motivation, intellectual stimulation and individual attention.

RESULTS AND DISCUSSION

The following are the research results and discussion of the research results that have been conducted using Kharis' transformational leadership theory (2015):

1. Charisma

The first dimension of the interview revealed:

"As a young village head in Pucangsewu, he possesses highly developed knowledge and capabilities. He graduated from the National Institute of Public Administration (IPDN) and has served extensively in the Pacitan Regency Government. Although Pucangsewu is not his home, his loyalty as a leader serving in Pucangsewu is very strong. He is polite and respected by the residents of Pucangsewu for his public service. His focus on innovation in the environmental sector provides strong support for his leadership. He is a leader who can provide direction to his subordinates and has a people-centered attitude, which is well-liked by the residents of Pucangsewu," said Mr. Kurnianto.

Mr. Sipar further stated:

"I frequently communicate with him on environmental issues, helping to create a clean and safe environment in Pucangsewu. Regarding waste management in Pucangsewu, which was previously a mess, innovations and supporting policies have now been put in place. He exudes the aura of a firm and people-centered leader. He is still very young, but his passion and loyalty to Pucangsewu are very high."

From the results of the interview above as the Head of Pucangsewu Village, as a Head of Pucangsewu, he is able to provide an example of good behavior related to innovation in environmental public services. It was very difficult at first to implement an environmentally friendly lifestyle with the diverse behavior of the Pucangsewu community. The condition of Pucangsewu Village which is located in the middle of the city makes the residents' habits consumptive. This can be seen from the types of jobs of residents in Pucangsewu Village which are diverse. Pucangsewu Village which consists of 60% lowlands and 40% mountains makes it even more complex. As a regional leader, Mr. Dimas is able to provide complex directions related to waste management. Starting from subordinates at the Pucangsewu Public Service Office who implemented a clean life by sorting organic and inorganic waste. This habit has been carried out since becoming the Head of Pucangsewu. This small activity is able to provide an example for subordinates in the office. This waste sorting is able to provide something good for subordinates and residents. Because the figure of a leader will be imitated well by his subordinates. In its implementation, there were obstacles such as the implementation of education related to waste management. Many residents are still

reluctant to come to participate in the socialization related to waste management organized by various parties. Because for them this activity is less interesting to implement. For them, participating in this activity is a basic activity so that without this activity they already understand. There needs to be an emphasis on the process of environmentally friendly lifestyles.

In addition, the process of moving the waste disposal site which was originally close to the Pucangsewu Village service office was all moved to one door. As a Pucangsewu Village Head, he had difficulty providing direction to residents regarding waste disposal at the temporary waste disposal site. The purpose of centralizing waste disposal carried out by the Pucangsewu Village Government is useful for waste to be sorted properly according to its type. Organic waste will later be collected which will then become livestock or maggot consumption materials and also as organic fertilizer. Then inorganic waste will be sorted according to the type of waste. This sorting is done manually to find out the type. After sorting inorganic waste, cleaning will be carried out and then sold. This activity has been carried out by the Pucangsewu Recycling Center management. This waste sorting activity is carried out every day with a waste collection process assisted by officers.

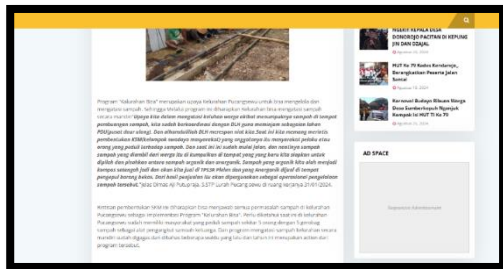


Figure 1. Pucangsewu Village News on Environmental Innovation (RevolusiNews, 2024)

Based on the news above, Mr. Dimas' charismatic side is able to overcome the waste problem in Pucangsewu through the "Kalurahan Bisa" program. To implement this innovation, a leader must be able to provide examples of environmentally friendly behavior. This activity is carried out through formal or informal meetings. Such as community gatherings to visits to residents by going around Pucangsewu Village. In this kind of activity, there are findings that residents are still reluctant to live environmentally friendly. However, there are some residents who have shown positive behavior. Intense persuasion is always carried out by Mr. Dimas as the Head of Pucangsewu. His obstacle in carrying out this innovation is that public awareness is still low towards environmentally friendly living and maintaining local cleanliness. With public service innovations by creating a Waste Recycling Center, making biopore holes, creating green open spaces and providing temporary disposal sites.

To implement this innovation, a leader must be able to exemplify environmentally friendly behavior. This activity is carried out through formal and informal meetings. The following is an example of the activities of the Pucangsewu Village Head (Lurah Pucangsewu) in consistently focusing on environmental development through his Instagram account @kelurahan_pucangsewu:

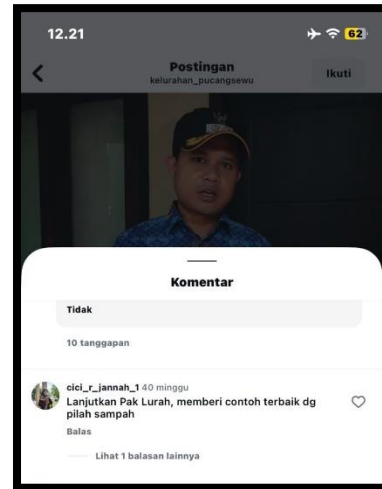


Figure 2. Social Media Instagram @kelurahan_pucangsewu

Based on netizen comments on Instagram, @kelurahan_pucangsewu shows that waste sorting can set a positive example for Pucangsewu residents. In addition, other activities this innovation makes massive changes in the Pucangsewu environment. It is not easy to make changes to residents' behavior. As a Head of Pucangsewu, he always tries with various persuasive strategies that are applied to residents. Although the duration of being the new Head of Pucangsewu is long, the figure of Mr. Dimas has become a role model for several Pucangsewu residents. The age that is still considered young to lead a Pucangsewu Village considering the diverse background of society is a challenge for Mr. Dimas. In addition, the challenge as a leader who leads an area that is not a place of residence is a dilemma for Mr. Dimas. In the communication process that is carried out, there are always various directions. Always helpful in getting positive or negative input.

2. Inspirational Motivation

Pucangsewu Village, located in the center of Pacitan Regency, has a diverse community. This is evident in the diverse livelihoods and professions. This influences communication between a leader and his or her subordinates. For this innovation to be successful, a leader must be able to provide direction and persuasion. This direction is also used to illustrate patterns of behavior that are less environmentally friendly. The Pucangsewu Village Head frequently conducts this activity to provide direction to the community. The purpose of this direction is to provide

an understanding of the community so they can work together to make this innovation a success.



Figure 3. Social Media Instagram
@kelurahan_pucangsewu

As documented above, the Pucangsewu Village Head and Village Staff are cleaning up illegal trash in the Pucangsewu area. This post on Instagram @kelurahan_pucangsewu encourages the community to behave wisely when disposing of waste. Innovation in public services in the environmental sector requires encouragement and support from all parties. Pucangsewu Village continues to strive to collaborate with internal and external parties. Internal stakeholders have consistently provided guidance and communication with community leaders such as neighborhood heads, local traditional leaders, and others. Furthermore, external parties, such as the community, organizations, or community leaders, can provide knowledge related to this environmental innovation. The goal is to provide encouragement, motivation, and insights into other interesting ideas.

Interviews conducted by researchers revealed:

"The former head of Pucangsewu, he recently focused on environmental issues, particularly waste management. The Recycling Center he built helped manage waste in Pucangsewu, enabling the community to effectively sort waste. This program inspired and encouraged us to adopt environmentally friendly practices. I once discussed this with him, drawing inspiration from his social media posts. For me, social media also influences my mindset. Even though I'm older, I try to keep up with social media developments as much as possible," said Mr. Sipar.

This also complements the interview above, conveyed directly by Mr. Kurni as follows: "In both formal and informal activities, he always offers advice. This is evident in his communication style, which is

very easy to understand. In supporting the environmental cleanliness program, a forum organized by the Pucangsewu Urban Village requires that food and beverages be environmentally friendly. Consequently, residents and staff support his environmentally friendly program. He always carries a Tumblr for environmentally friendly behavior during his activities. I understand his inspiration, which he continues to pursue through social media, so his behavior can motivate netizens. He reads books related to environmental leadership and various references that can provide input and ideas for environmentally friendly behavior.

According to the two sources above, in implementing public service innovations in the environmental sector as a leader, Mr. Dimas constantly reviews social media posts, reads books, scientific articles, and news to provide the latest knowledge and other interesting innovations. Fast and accurate information transfer to subordinates regarding innovations is essential. The public service innovation being developed through the Recycling Center is expected to bring about changes in the waste management process for Pucangsewu residents. The Recycling Center is a waste management facility run by the Karyo Tomo Community Self-Help Group. This group consists of local residents who are highly concerned about the environment. Almost the majority of Pucangsewu residents subscribe to waste disposal services handled by officers from the Recycling Center, who will go around collecting waste. Each household is charged a mandatory monthly fee of Rp 25,000-30,000. The fee varies from household to household, primarily determined by the amount of waste generated. In accordance with the Joint Decree, each household's waste will be collected twice a week.

In implementing public service innovation in the environmental field as a leader, Mr. Dimas always reads books, scientific articles and news to provide the latest knowledge and other interesting innovations. The need for fast and accurate information transfer to subordinates regarding innovation. Public service innovation that is being developed through the Recycling Center is expected to bring about changes in the waste management process of Pucangsewu residents. The Recycling Center is a waste management place managed by the Karyo Tomo Community Self-Help Group. This group consists of local residents who have a high concern for the environment. Almost the majority of Pucangsewu residents subscribe to waste disposal carried out by officers from the Recycling Center who will go around picking up garbage. Each house will be given a mandatory contribution burden that must be paid to officers of Rp. 25,000-30,000 per month. This will vary from house to house in terms of the amount of contributions, the main factor being influenced by the amount of waste produced. In accordance with the Joint Decision, each house's waste will be collected twice a week.

With the development of the Recycling Center innovation in Pucangsewu, environmental innovations have also emerged, such as the creation of biopores in every Neighborhood Association (RT), the creation of Green Open Spaces, the creation of composters in every home, the planting of Family Medicinal Plants, and the creation of Sustainable Food Space Areas in every RT. As a regional leader, he continues to provide motivation and direction so that these innovations continue to run smoothly without obstacles. The main challenge is the availability of human resources, which in some areas still struggle to provide understanding and a mindset to the community to no longer repeat the bad habit of throwing waste in unofficial places. This incident will hinder and the negative impact is the failure of innovation. As a leader, Mr. Dimas carries out motivational and direction activities through a joint mobilization system with village officials. Through his behavior and innovation programs in the environmental sector, he is able to inspire other regions and other leaders to innovate in the environmental sector. This was conveyed in the following news quoted from Wartakita.co:

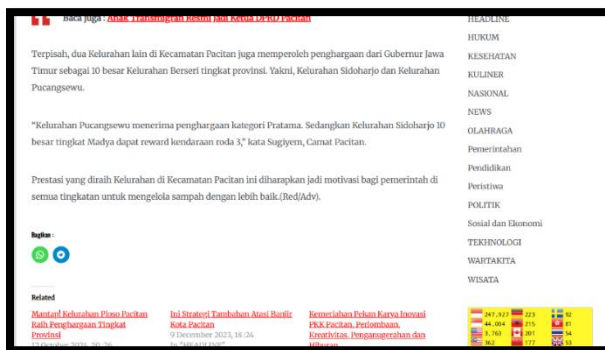


Figure 4. News of Pucangsewu Village in the "Kelurahan Berseri" Award of East Java Province (Wartakita.co, 2024)

Based on the news above, Pucangsewu Village's award in the East Java Provincial Bright Village Program has provided motivation for other regions. When examined using Kharis's (2015) transformational leadership theory, as a leader, he has motivated and directed residents and his subordinates to adopt an environmentally friendly lifestyle and participate in developing public service innovations in the environmental sector. Mr. Dimas consistently encourages and supports his subordinates and residents in implementing environmentally friendly activities. However, the main obstacle in this activity is that Pucangsewu residents are still reluctant to process and sort waste according to its type. This will be a major obstacle in a leader's movement pattern in implementing and developing innovation. The Pucangsewu Recycling Center consistently coordinates with relevant parties to achieve success in its implementation.

3. Intellectual Stimulation

As the Head of Pucangsewu Village, Mr. Dimas does various ways to implement this innovation. Reading, watching and listening are some of the activities carried out by a Head of Pucangsewu Village. The following is a recapitulation of activities showing the activities of the Pucangsewu Village Head in order to get ideas related to waste management:



Figure 5. Social Media Instagram @kelurahan_pucangsewu



Figure 6. Social Media Instagram @kelurahan_pucangsewu

Based on data this activity aims to provide creative ideas so that it can provide stimulus for a leader. This activity is carried out through scientific articles, online news and books which will then be filtered by mixing existing ideas. Social media is also

one of the references for a Head of Pucangsewu Village in creating environmentally friendly creations. Changes and developments in social media are very fast so that as a leader it is mandatory to follow these global changes. This is also a reference for Mr. Dimas to always create innovations that can be applied to Pucangsewu Village. Social media for a village leader is a medium for exchanging ideas widely and quickly. Platforms such as X, Instagram, TikTok and other online forums are useful for providing space for a leader to share ideas, get input and collaborate with certain individuals/groups. Through this, collaboration will occur across multidisciplinary lines.

Innovation is not only limited to the creation of a new product or idea, but how ideas can be promoted and accepted by the community. Social media for Mr. Dimas plays an important role in disseminating information related to innovations in public services in the environmental sector. According to Mr. Dimas, social media is also able to help shape a culture of innovation by sharing success stories, challenges and failure stories from an innovation that is presented. This also becomes an inspiration to other individuals who have an impact on innovating in the work environment. Through social media, it also encourages a leader at the village level to fix the shortcomings of the innovation that has been developed and implemented with public organizations.

The Pucangsewu Village through the Head of the Pucangsewu Village conducted mentoring and coaching in stages. Coaching is useful for developing a mindset that is open to change and experimentation. The hope of this coaching activity is that it can encourage clients to see challenges as opportunities for innovation in public services in the environmental sector. This moment is also able to overcome obstacles that come from outside or within the organization to hinder creativity. In the process of developing the Recycling Center, special training is needed for individuals to hone their individual abilities. With coaching, it can provide special skills for the management of the Pucangsewu Recycling Center. The importance of special skills for managing and the role of a leader must provide direction and motivation. This coaching activity also helps individuals and teams identify obstacles that may hinder innovation, for example, fear of change, uncertainty or lack of qualified resources. With the support of a coach, it is possible to overcome negative things that can be overcome by developing effective strategies. In addition, this coaching activity is also useful for a leader because an innovative leader can inspire their team to think and behave out of the box and create a culture of innovation in a public organization.

Mentoring activities in Pucangsewu Village in the context of developing the Recycling Center continue to be carried out to create effective and

efficient innovations. In this mentoring activity there is a brainstorming session that is useful for exchanging ideas without limitations. The presence of this mentee serves to provide out of the box thinking and will then provide more comprehensive feedback. A mentee is currently able to provide leadership skills that support the innovation service process so that it can encourage trials in teams to create a work environment that supports creativity. Public service innovation in the environment requires mentoring, this is to maintain the stability and sustainability of innovation. As a leader, you must know what is happening and what is being done. The role of a mentor in public service innovation is to support the implementation and implementation of innovative projects from the context of individuals or personal initiatives. The findings are that many people are inconsistent in participating in this activity so that in the implementation of mentoring they adopt a patchwork system. This shows a decline and stagnation of activities because residents who participate in activities change inconsistently.

4. Individual Attention

Transformative leaders are able to provide examples and pioneers in carrying out the goals of their organizations. The innovation developed by Pucangsewu Village illustrates the need for individuals who are in line with the Pucangsewu Village Government to carry it out. Individuals in the innovations developed need special supervision and attention so that they are able to carry out innovations in accordance with regulations



Figure 7. Social Media
@kelurahan_pucangsewu



Figure 8. Social Media
@kelurahan_pucangsewu



Figure 9. Social Media
@kelurahan_pucangsewu

According to data from the Instagram account @kelurahan_pucangsewu, the Pucangsewu Village Head's environmental monitoring activities are already underway, from checking drainage to attending a gathering at the Karyo Tomo Recycling Center to foster camaraderie. The Karyo Tomo Recycling Center is filled by residents of Pucangsewu Village whose management is structured. This management has been approved by the Pucangsewu Village Head's Statement. In carrying out innovation, it has been stated in the regulations governing the development of this innovation. The purpose of ratifying this statement

is to provide a clear legal basis for administrators involved in the implementation of public service innovations. Thus, in developing public service innovations, it can provide legal legitimacy in the eyes of the law and can reduce the risk of rejection or obstacles from other parties.

In its implementation, public service innovation in Pucangsewu Village related to the Recycling Center was able to run slowly due to coordination and synergy from various parties. In the implementation of innovation often involves various activities that are interrelated and connected. This coordination function can ensure that information can be integrated well without any obstacles. The implementation carried out by Pucangsewu Village is limited in coordinating without the agency, sub-district and related communities. The synergy carried out by Mr. Dimas to develop this innovation can encourage creative individual thinking. The individual will be mapped through the abilities they have. This aims to place individuals according to their respective potentials. In addition to the aim of avoiding conflicts that occur in society to carry out innovation. As a leader, he can provide directions to avoid conflict and resolve problems in society related to innovation.

Developing a Recycling Center as an innovation requires strong resources such as providing labor, adequate technological preparation, infrastructure and available materials. This budget is also useful for ensuring the resources to be used. Without sufficient budget, this innovation will experience obstacles and the innovation developed will not run effectively. The findings found by researchers that there is a lack of budget provided. This is because the innovation carried out has not been included in the Pacitan Regency government budget. For all Recycling Center innovation activities in Pucangsewu Village, they seek budgets from several previous activities. The need for this budget is to support public service innovations for training and increasing individual capacity. Such as training in the use of the internet for broadcasting media for public service innovations. This budget will be used for other programs so that the parties involved can move with the necessary competencies. After the implementation of this innovation, Mr. Dimas as the Head of Pucangsewu Village is required to monitor performance and evaluate the impact of the innovation. In providing special attention to individuals in the innovation, Pucangsewu Village through the Head of the Village is required to provide training that aims to provide special benefits.

The Recycling Center developed by Pucangsewu Village wants to provide special public services related to waste management in Pucangsewu Village. In the process of Pucangsewu Village, every individual who receives service from innovation must receive the same service. Reducing discrimination related to issues of tribe, religion, race, background, gender and ethnicity to provide comfort in the service process. Although the conditions in the field do not reflect that

the development of the Recycling Center in Pucangsewu has not been maximized. This is because everyone who uses innovation does not have a full heart for a sense of responsibility. This challenge is very difficult for a leader in the region. Community organizations need extra work to provide material to subordinates. Delivering challenges at several points, as the Head of Pucangsewu, Mr. Dimas always tries to be a responsive person if there are obstacles in the field. Until now, Mr. Dimas has provided a cellphone number that can be used to report on the latest and responsive village head. This activity was carried out by Mr. Dimas to provide a sense of protection and comfort for the community to carry out innovation. This program is certainly able to provide a sense of belonging from everyone in Pucangsewu Village.

CONCLUSION

Based on the research presentation above, there are several findings in the development of public service innovation in the environmental sector, namely in the charisma dimension, the community is still less responsive to the advice or appeal of Mr. Dimas as the Head of Pucangsewu Village to maintain the cleanliness of their respective environments, as evidenced by the finding of throwing garbage not in the places provided, the inspirational motivation dimension has been carried out by providing motivation and support has been carried out by Mr. Dimas to start to raise awareness of behavioral patterns by starting to sort organic and inorganic waste, but many people are not compliant, in the intellectual stimulation dimension, it occurs during mentoring and coaching related to the development of environmental innovation carried out by the Pucangsewu Village Government, the participants who attend are less consistent, this causes the information and knowledge conveyed during the forum not to be conveyed completely, finally in the Individual Attention dimension, there is a budget that is not ready to carry out the development of this innovation because the construction of the Karyo Tomo Recycling Center requires a fairly large budget, in this case, providing incentive funds for environmental cadres is needed for the innovation development process.

In conclusion, the technical obstacles that occur in the development of public service innovations carried out by Pucangsewu Village occur because the preparations prepared at the beginning of the innovation are not yet mature. As a leader, it is mandatory to provide direction and support to subordinates to implement innovation together and cannot run alone. There needs to be collaboration from various elements of society to carry out the innovation. The researcher provides suggestions so that in the future, the creation or development of public service innovations can be arranged and managed more neatly. There needs to be comprehensive coordination with other parties who will run or who are tasked with the

sector. Public service innovation in the environmental sector carried out by Mr. Dimas must have a sense of cooperation because the success of environmental innovation is at that point. This will overcome technical obstacles or obstacles caused by humans. As a leader, it is mandatory to be able to provide solutions with creative ideas because the art of leadership is at this point. Leaders who implement transformation will always be required to innovate with their abilities.

The researcher hopes that this study can provide motivation and input for other leaders to carry out their duties in their respective organizations. Moreover, in the development of innovation in the environmental sector, it is necessary to formulate and monitor the process of running public service innovations and become a reference or basis for research for the development of public service innovations in the environmental sector in other regions.

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