

# Transformational Leadership in Local Heritage Area Development (Case Studies in Medan Kesawan Area and Semarang Kota Lama)

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*Abstract:* - Sustainable development of local heritage areas can boost the economy and people's standard of living. This research describes transformational leadership contributing to the sustainable development of local heritage in Medan City and Semarang City. This research uses a descriptive qualitative method. Data were obtained by observation, documentation, and interviews. Data analysis techniques were used by reducing data, presenting, and making conclusions. The results showed that transformational leadership contributes to the development of sustainable development of the Kesawan area in Medan City and the Kota Lama area in Semarang City, which is seen based on four characteristics of transformational leadership, namely: idealistic leadership, inspirational motivation, intellectual stimulation, and individualized consideration. Medan City has potential as the condition of the building is still very good in the Kesawan area. The obstacles are the legal aspects where many illegal buildings are built and the need for coordination between the government and non-government organizations. In Semarang City, the driving factor is more influenced by the government's and stakeholders' readiness and awareness regarding the Kota Lama Area as a cultural heritage. Barriers regarding the level of security and bureaucracy over the massive turnover of members who have the authority to continue the management of the Kota Lama. From the Implementation results, Medan City is still in revitalization and infrastructure development, so the results must be concrete and specific. On the other hand, the Semarang City Government has provided concrete and specific contributions, especially in economic and socio-cultural aspects.

*Key-Words:* - Local Leaders, Regional, Development, Sustainable, Cultural, Local Heritage

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## 1 Introduction

The importance of the role of tourism in economic development and improving the community's standard of living encourages various attention to be paid to the development process. Moreover, the historical traces of the city in the past provide its attraction in improving tourist destinations. Thus, Medan City and Semarang City have a historical history of heritage in the Kesawan area and the Kota Lama with buildings still in use. Heritage tourism has its value in attracting tourists, ranging from local history, building art, monuments, garden sites,

areas, and overall landscapes that provide an atmosphere of the past, [1]. Realizing these conditions requires a set of systems ranging from regional arrangements and legal protection to maintaining areas that prioritize historical distinctiveness.

Area revitalization is the leading solution in Medan's Kesawan Area and Semarang's Old Town. However, heritage tourism differs in placing the area into a tourist spot. This condition is related to the mobilization process of various roles and tasks driven through the leadership style of the Regional Head, [2]. The Medan City Government's move to

protect the Kesawan Area as a heritage tourism destination is part of an effort to increase tourist visits in Medan City. Developing a heritage area is an attraction in sharing old building tours and culinary tours in the Kesawan area. The revitalization process, targeted to be completed in 2023, places the Kesawan area to display the meaning of the Kesawan legacy and the potential of cultural arts.

The potential of the Kesawan area in developing heritage areas as an effort to develop the economy and new tourist destinations in Medan City. However, previous studies have shown that the Kesawan area could be more user-friendly, as seen from the image of Kesawan, which has high historical value but needs to be maintained, [3]. Moreover, there is a need for assertiveness from the government in formulating Local Regulation No. 6 of 1988 on the preservation of historic buildings. This condition can be proven by the emergence of illegal buildings in the Kesawan area, [4], [5]. Overlapping, lack of jurisdictional clarity, and coordination between government agencies are significant obstacles to cultural heritage preservation in Medan City, [6].

The Kesawan Kota Lama Area Management Board (BPK2LK) is a non-structural institution whose membership consists of elements of local government, the private sector, and the community. It has the authority to revitalize the Kota Lama and Kesawan areas. However, revitalization efforts require the leadership of the Regional Head, who encourages the community to develop and increase economic potential. Thus, the creative economy and historic tourism require a strong push from the motivation of the Regional Head leader. With its revitalization, the Kota Lama of Semarang can have a broad impact, while the Kesawan area is building a tourist spot. Therefore, the Medan City Government seeks to develop the Kesawan Area as a tourism area by modeling the Semarang Kota Lama Area in organizing and revitalizing the historic area, [7].

Previous studies have shown that transformational leadership can contribute to tourism development, [8]. The revitalization process that forms three crucial sectors, tourism, industry, and agriculture, relies heavily on transformational leadership that encourages involving various elements of society in developing Local Heritage. Seeing the character of society, culture, and different leadership styles, it is interesting to see the transformational leadership of the mayor in both regions in developing Local Heritage. The Medan City government makes Semarang City a reference

in developing the Kesawan area to preserve local heritage in Medan City based on the success of the Semarang City Government in developing the Old City as a heritage area and local economic development area. This is seen through comparative study activities conducted by the Medan City Government against the Semarang Government in handling the Old City. In addition, the Medan City Government also cooperates with the parties involved in the Semarang government to develop the Old City, especially in infrastructure development. Therefore, this is the basis for researchers to make Medan City and Semarang City as research subjects in efforts to develop and manage local heritage. This research analyzes Local Leadership in Developing Sustainable Local Heritage Areas in Indonesia: A Study in Medan City and Semarang City.

## 2 Literature Review

### 2.1 Transformational Leadership on Local Leadership

Transformational leadership is a leadership style that emphasizes inspiring and motivating followers to reach their full potential. Research has shown that transformational leaders can positively impact organizational outcomes such as organizational member behavior, organizational commitment, job satisfaction, and member effectiveness, [9], [10]. The leadership of the Regional Head in Indonesia is very influential in moving and directing all employees in achieving the organization's vision, [11]. It is crucial to emphasize local leadership capabilities as a form of administrative control. Leadership skills can assist in the development of strategic policies and the evaluation of actions taken. These capabilities require the ability to communicate. Effective local leadership is distinguished by information consolidation, consistency, and two-way communication, leading to the perception of being a pioneer in mobilizing the public, [12], [13].

### 2.2 Local Leadership in Sustainable Local Heritage Development

Local leadership plays a vital role in the sustainable development of local heritage. UNESCO has emphasized the importance of sustainable development and world heritage to local communities, [14], [15]. The perception of sustainable development in the local world is essential to understand local sustainability

dynamics, [16]. Institutional antecedents of sustainable development can be facilitated by local leaders, [17]. The Local Leadership for Sustainable Development Goals project explores bottom-up approaches by governments and communities to foster sustainable local development, [18].

Stakeholder engagement is essential for sustainable local heritage development. Identifying important stakeholders, such as local and central governments, real estate development companies, expert groups, and architectural heritage administrations, is essential for successful engagement, [19]. The challenges of participatory management to become an intelligent Kota Lama in the context of cultural heritage have been reviewed in previous research. The goal of heritage and tourism initiatives that engage local stakeholders and build practical and accessible cultural knowledge can lead to sustainable solutions [20]. Critical factors of local leadership in sustainable local heritage development include incorporating local culture into community development, recognizing the social, environmental, and cultural aspects of sustainable development, and the role of cultural heritage in sustainable development, [21], [22]. Local leadership plays a vital role in the sustainable development of local heritage. UNESCO has emphasized the importance of sustainable development and world heritage to local communities, [14], [15]. The perception of sustainable development in the local world is essential to understand local sustainability dynamics, [16]. Institutional antecedents of sustainable development can be facilitated by local leaders, [17]. The Local Leadership for Sustainable Development Goals project explores bottom-up approaches by governments and communities to foster sustainable local development, [18].

Stakeholder engagement is essential for sustainable local heritage development. Identifying important stakeholders, such as local and central governments, real estate development companies, expert groups, and architectural heritage administrations, is essential for successful engagement, [19]. The challenges of participatory management to become an intelligent Kota Lama in the context of cultural heritage have been reviewed in previous research. The goal of heritage and tourism initiatives that engage local stakeholders and build practical and accessible cultural knowledge can lead to sustainable solutions, [20]. Critical factors of local leadership in sustainable local heritage development include incorporating local culture into community development, recognizing the social, environmental, and cultural

aspects of sustainable development, and the role of cultural heritage in sustainable development, [21], [22].

### 3 Method

This study employs a descriptive qualitative technique. Descriptive qualitative research is an approach that uses qualitative data to describe and describe existent phenomena, both natural and manufactured, with a focus on the qualities, quality, and interrelationships between activities. This research focuses on Transformational Leadership in Local Heritage Area Development (Case Studies in Medan Kesawan Area and Semarang Kota Lama). This research was conducted in two major cities in Indonesia, Medan City and Semarang City. This study used data collection techniques with documentation and in-depth interviews, [23].

Data collection techniques were carried out through observation to collect data by observing and recording phenomena that occur in the research setting. In addition, documentation to obtain secondary data is used by searching and collecting documents on issues related to the problem being studied through the literature of books, newspapers, journals, and others. This activity is combined with other data collection techniques, such as in-depth interviews, to obtain primary data. Data analysis techniques through data reduction, presentation, and conclusion drawing, [24].

In the process, this research was conducted within six months, from February to August 2023, where the research was conducted in two different cities, namely Medan City, North Sumatra Province, Indonesia, and Semarang City, Central Java Province, Indonesia. The researcher divided the roles to collect primary data, especially in determining sources by purposive sampling technique (judgmental sampling) based on the priority of knowledge of the subject under study. The resource persons include the governments of Medan City and Semarang City, the Kesawan Old City Area Management Agency (BPK2LK), the Medan City Cultural Heritage Expert Team of the North Sumatra Provincial Government, the Cultural Heritage Expert Team (TACB) and the Semarang Old City Area Management Agency (BPK2L). These resource persons are parties who are directly involved as coordinators of local heritage area management, both in the Kesawan and Kota Lama areas.

## 4 Results and Discussion

### 4.1 Transformational Leadership in Sustainable Development of Local Heritage

Efforts in preventing and overcoming cultural Heritage damage are through rescue, security, and restoration measures, supported by Law No. 11 Year 2010 on preserving cultural Heritage. Cultural Heritage is included in the local Heritage in each region, which is considered to have great potential for sustainable development, especially in the economic sector through cultural tourism as a step in increasing regional income, [25].

As what Medan City has, the Kesawan area is considered to have overall cultural resources compared to other areas. The Medan City Government has guidelines for creating a roadmap development scenario for cultural heritage preservation in Medan, dominated by immovable heritage objects, especially buildings, [26]. Meanwhile, similar to the Medan City government, the Semarang City government also sees tourism potential as an added value to the regional economy. One of them is through the revitalization of the Kota Lama historical area. The Kota Lama is a historical building with various architectural styles originating from medieval, baroque, and modern styles of Dutch Heritage, [27], [28].

Therefore, maintaining this cultural Heritage requires seriousness for the government in maintaining and developing the potential of each Local Heritage area. The potential of this cultural Heritage can only be developed through revitalization or re-empowerment of potential tourist attractions. As for this case, the revitalization in the Kota Lama area of Semarang has resulted in a significant shift in economic activity in the tourism sector. This is proven through the data of tourist visits to the Kota Lama after revitalization, which jumped drastically, namely visited by 162,719 tourists, and placed the Kota Lama as the most visited place in Central Java, [29]. This means that the revitalization process of the Kota Lama area has a significant effect. Revitalization also shows environmental changes, having a good influence on the economic and social aspects of the area. Changes and strengthening the image of the area through the provision of public facilities and its arrangement as a tourist destination need to be maintained with sustainable management efforts, [30].

The Kota Lama becomes one of the alternatives for increasing the growth of the economic sector

through the tourism industry. The local government runs this program as a form of effort to preserve the historic area and increase the tourism potential of Semarang City. This is also motivated by changes in leadership, so it becomes one of the success factors of the Kota Lama by maintaining existing cultural values, [27]. Thus, the possibility of connecting, flowing, and generating activities of the surrounding economic center to revive the vitality of the Kesawan Area by looking at the Kota Lama is significant with transformational leadership, [31].

Seeing what happened in Semarang through the revitalization of the Kota Lama, Medan City began to take revitalization actions as well as reflecting on the leadership style of the Medan City government, which became more flexible, open, and participatory through efforts to involve and include related parties such as the Ministry of Public Works and Public Housing (PUPR) RI, [32], [33]. Medan City Cultural Heritage Expert Team of North Sumatra Provincial Government as well as the community in improving the quality of Kesawan by transformational leadership.

Transformational leadership plays a vital role in tourism development. Therefore, leadership change is also proposed as a vehicle to maintain the growth of the tourism industry and achieve sustainable growth, [34]. On the other hand, applying transformational leadership helps promote sustainable tourism development that benefits local communities and the environment. Tourism is a promising economic sector for poverty alleviation strategies, [35].

Transformational leadership is different from other leadership styles, especially in tourism development. From the government side, transformational leadership can be interpreted as a goal to inspire and motivate government officials or parties outside of government, such as NGOs, private companies, and the community, by creating a shared vision while empowering them to achieve a common goal of sustainable development, which in this case is to strengthen sustainable tourism development by involving local communities in the management of tourism destinations, [36].

This is supported by studies showing that transformational leadership is an effective leadership style for the hospitality and tourism industry, [37]. Transformational leadership style can also help tourism organizations overcome challenges such as the COVID-19 pandemic by encouraging innovation and adaptability, [38]. In addition, transformational leadership impacts perceptions of leadership effectiveness and subordinate satisfaction while clarifying the

organization's direction, [39]. Therefore, transformative leadership can contribute to sustainable tourism development by creating a positive work environment that encourages innovation, creativity, and collaboration.

Transformational leadership is a unique approach that can contribute to sustainable tourism development by inspiring government innovation, creativity, and collaboration with the community. Through this transformational leadership, this paper wants to see how transformational leadership can be applied and conditioned in the scope of local government (local leadership) of Medan City and Semarang City to improve sustainable development in the Local Heritage Areas, namely Kesawan and Kota Lama. This is presented through four (4) characteristics of transformational leadership, namely Idealized influence, Inspirational motivation, Intellectual Stimulation, and Individualised Consideration, [40].

#### **4.1.1 Local Leadership Idealism in Sustainable Development of Local Heritage**

Transformational leaders behave in ways that allow them to be role models for their followers. The leaders are admired, respected, and trusted. Followers identify with leaders and want to emulate them; leaders are credited by their followers as possessing extraordinary ability, persistence, and determination. In local leadership, this can be realized through the local government's decision to make the right policies for the community. The right policy reflects how the government acts as a role model for the community. A good policy places the public interest as a priority, [41]. A good policy means that the government can carry out the aspirations given by the people, and of course, this will affect the public's view of the government, [42]. In this case, the governments of Medan City and Semarang City are trying to create policies that aim to improve the sustainable development of local heritage areas to improve the community's economy while preserving the culture in their areas.

According to the available search results, Medan Mayor Bobby Nasution is developing and revitalizing the Kesawan area in Medan, [7], [43]. He desires to see the Kesawan development plan implemented this year. The Medan City Government is working to develop and enhance the historical buildings in Kesawan to increase its attractiveness as a tourist destination, [7], [44]. In addition, the Mayor of Medan has requested support from the United Nations to develop Kesawan and other historical sites in Medan.

The development objective of the Kesawan area in Medan is to revitalize and preserve the historical buildings and sites, [45]. The Medan City Government aims to increase the attractiveness of Kesawan as a tourist destination by improving its infrastructure and facilities, [6]. In addition, one of the projects aims to design a comfortable and safe place to live for people on Hindu Street in the Kesawan area.

The policies made by the Medan City government towards efforts to revamp Kesawan are: 1) conducting development or physical work on the Kesawan heritage area of Medan City by coordinating directly with the central government through the Ministry of Public Works and Public Housing (PUPR) RI. The development and improvement of local heritage areas include the Kesawan City Area, followed by other historical areas such as Maimun Palace, Al Mashun Grand Mosque, and Sri Deli Pond. 2) Establish the Kesawan Kota Lama Area Management Agency (BPK2LK), a non-structural institution whose membership consists of elements of local government, the private sector, and society. This institution will have the authority to conserve and revitalize the Kota Lama Kesawan area and is responsible for managing all activities in the Kota Lama Kesawan area. 3) Establish cooperation with Medan City stakeholders, including private companies, NGOs, and communities. Private companies involve PT Brantas Abipraya (Persero) as the executor of the contractor activities of the Kota Lama Kesawan Area Settlement Infrastructure Development work, then collaborate with the Aku Anak Medan Community, which aims to implement the ideas of the younger generation related to Local Heritage which is currently also the focus of the Medan City Government. This will be followed by involving the community directly, especially around the area, by forming culinary MSMEs that will impact the economy. This is supported by the Medan City government's desire to make Kesawan a new icon of Medan City by combining the beauty of old buildings and the culinary delights of Medan City so that it becomes "*The Kitchen of Asia*", [43].

Meanwhile, like the Semarang City Government, the Kota Lama is considered a tourist destination with more value in the Semarang area, both culturally and economically. One of the current focuses of the Semarang City government is to make tourism an added economic value aimed at the development of tourism programs. Based on Semarang City Regional Regulation number 3 of 2010 concerning Tourism, things that the Semarang City government can do to develop tourism explore

the potential of Semarang City, potential that is explored is one of them through the revitalization of historic areas of the Kota Lama historic area, [27].

Therefore, revitalization is the most appropriate decision to make. The policies made to develop the local heritage of the Kota Lama Area are infrastructure improvements, which focus on improving the supporting infrastructure of the Kota Lama area, such as roads, bridges, and sidewalks. This is a crucial step to make the area more accessible and easy to attract visitors, [46], conserving and restoring historic buildings in the Kota area as a preservation of heritage and culture, further develops the Kota Lama support communities that have been supporting the designation of the area as a cultural district that has played an essential role in promoting the area as a tourist destination make efforts to apply for a UNESCO World Heritage Site so that the Kota Lama of Semarang is listed in the UNESCO World Heritage while helping to promote the cultural heritage of the Kota Lama area and is expected to attract more visitors do City Branding on the Kota Lama as a brand for the City of Semarang, [46].

#### **4.1.2 Inspirational Motivation of Local Leadership in Sustainable Development of Local Heritage**

Inspirational, motivational leaders behave in ways that motivate and inspire those around them by providing meaning and challenge to their followers' work. Leaders display enthusiasm and optimism by engaging their followers in envisioning exciting future states, creating hope, and committing to shared goals and visions. The essential qualities of a good leader in tourism development include social and emotional intelligence, integrity, communication, positive attitude, delegation, empathy, flexibility, humor, confidence, creativity, vision, determination, and communication skills, [34], [47], [48].

Based on this, the local government seeks to continue to involve parties outside of the government apparatus, which in local heritage sustainable development efforts as a step in equalizing perceptions and government goals with parties outside of the government. Involving parties directly related to this development can be interpreted as a step by the local government to open and provide opportunities for them to collaborate, innovate, and directly participate in sustainable development activities.

The Medan City Government itself plans to involve investors in this project to reduce the burden on the regional budget, especially in the physical

development process. Besides that, involving investors is expected to open opportunities for cooperation for local businesses through MSME activities, such as culinary businesses and souvenirs, [44]. Furthermore, in carrying out infrastructure development, the Medan City Government collaborates directly with the Ministry of Public Works and Public Housing (PUPR) RI. There are also OPDs involved, such as the Tourism Office and the Trade Office of Medan City. Of course, managing the Kesawan Area is accompanied by the formation of the Kesawan Kota Lama Area Management Agency (BPK2LK) and the Medan City Cultural Heritage Expert Team, which has the authority to maintain and revitalize the Kesawan Kota Lama Area and is responsible for managing all activities in the Kesawan Kota Lama Area. Then, establish cooperation with Medan City stakeholders, including private companies, NGOs, and the community. Private companies involved PT Brantas Abipraya (Persero) as the contractor executor of Kesawan infrastructure development activities, [33]. They partnered with the Aku Anak Medan community, which aims to implement ideas related to local cultural heritage in the Kesawan area and involve the local community, especially those living in the area, by forming culinary MSMEs which will have a positive impact on the economic aspect, [45].

Semarang City also realizes that conducting revitalization efforts must be done with others. Therefore, the Semarang City Government also seeks to involve parties who will be involved with this revitalization; these parties include the Cultural Heritage Expert Team (TACB) and the Semarang Kota Lama Area Management Agency (BPK2L), which is tasked with licensing and further management of the Semarang Kota Lama Area. There are also DPOs involved in the revitalization, such as the Tourism Office, Trade Office, Civil Service Police Unit, Regional Development Planning Agency, and the Spatial Planning Office. Furthermore, the Semarang City Government formed a partnership, one of which was to fund the historical buildings of the Kota Lama. In addition, it also involves building owners who are considered part of the Kota Lama cultural heritage to manage their buildings to be preserved. To stimulate the awareness and attention of old building owners, the Semarang city government even bought one of the heritage buildings named Oudetrap near Blenduk Church. It transformed it into a multipurpose building, [46].

Semarang Mayor Hendrar Prihadi also asked the central government to step in and help fund the revitalization of the Kota Lama through the

Indonesian Ministry of Public Works and Housing (PUPR). Private parties such as Bank Mandiri, Bank Jateng, Bank Indonesia, PT PLN, Baznas, Pertamina, Indosat, and Gojek are also involved from academia itself, such as Semarang State University and Diponegoro University.

Next, the Semarang City government also opened opportunities for cultural communities to conduct cultural activities in the Kota Lama. This was supported by building the Oudetrap Theatre in the Kota Lama area with the concept of an open space area that was used as a space for artistic activities. Community participation is also very much needed in this revitalization effort; by working with investors, the Semarang City government formed MSMEs as a supporter of increasing income in the Kota Lama; this is implemented through the commercialization of old buildings such as restaurants, cafes, exhibitions, creative industry galleries, and others. In addition, visitors have their role in developing Kota Lama revitalization. To the objectives of the Semarang City government, which seeks to register the Kota Lama of Semarang as a UNESCO cultural heritage, the visitors are needed as potential supporters of the entry of this area into the UNESCO World Heritage List as well as aiming to attract more tourists, [46]. The development of cultural tourism in the Kota Lama area also benefits local businesses and economies.

#### **4.1.3 Intellectual Stimulation of Local Leadership in Sustainable Development of Local Heritage**

Transformational leaders stimulate their followers' efforts to be innovative and creative by questioning assumptions, reframing problems, and approaching old situations in new ways. New ideas and creative problem solutions are gathered from followers, who are included in addressing problems and finding solutions. Intellectual stimulation in transformational leadership is the leader's ability to raise the team's awareness of a problem and maximize their positive beliefs and values, [39]. Therefore, by improving its quality, the local government must provide encouragement and collaboration between the government and all its members and the parties involved to improve their knowledge and abilities through intellectual training, including on local heritage sustainable development efforts.

In the case of Medan City itself, efforts to improve the quality of local heritage development in Medan City, especially in the Kesawan area, still cannot be done thoroughly due to the ongoing

revitalization process, [44]. The Kesawan area is still developing supporting infrastructure, such as naturalizing local heritage areas and restoring buildings with cultural and tourism potential. Besides that, the Medan City Government, with related parties, is still conducting further studies to deepen and evaluate the impact of development on the Kesawan area, seeing the position of Kesawan in the middle of the city and its location, which intersects with the residence of the surrounding community. Of course, this development will also have various impacts that affect the community. Therefore, the Medan City Government is also still conducting an approach stage to avoid conflicts that occur; this is primarily related to the legal regulation of the Kesawan area buildings, some of which are also owned by the surrounding community. Therefore, engagement with the community is needed. In addition, in terms of urban planning, based on information obtained from the Kesawan Old Town Area Management Agency (BPK2LK), the Medan City Government is trying to design the Kesawan Area as a tourist-friendly place, as it was initially intended as a local heritage area, but by following the times and the needs of the community, the Old Town Area was developed into a tourist attraction that would be able to accommodate tourists; this was done through improving roads that were more feasible as one of the supporting factors in increasing visitor mobilization. Then, related to the development of building use functions into several functions, such as notable cultural buildings designated as historical places in Medan City, these buildings will be managed into pure areas not designated for other functions. Furthermore, tourist-friendly buildings, namely buildings that are restored by adding their functions, for example, into commercial buildings such as restaurants, and as tourist attractions such as performance activities and art installations,

Therefore, the Medan City Government still focuses on infrastructure development, specially forming cooperative relationships with related parties. However, before this revitalization plan, the mayor of Medan, along with the deputy mayor of Medan, and the team had visited Kota Lama Semarang to seek input to reorganize the Kota Lama Kesawan area. This is one way for the Medan City government to increase intellectual knowledge as well as prepare technical matters related to revitalization to support the arrangement of Kota Lama Kesawan by asking for input and suggestions directly from the deputy mayor of Semarang, namely Hevearita Gunaryanti Rahayu as the Chairperson of BPK2L, [49]. These inputs will be a

reference for the Medan City Government to develop the Kesawan Area into a local heritage area and tourist destination and make the Kesawan Area a place for the city's economic growth.

#### **4.1.4 Individualised Considerations of Local Leadership in the Development of Local Heritage Sustainable Development**

Individualized consideration in transformational leadership is the leader's ability to pay special attention to each follower's needs for achievement and growth by acting as a coach or mentor. Through the context of local government, this individualized consideration is considered through how local leaders seek to provide opportunities for those involved in local heritage development for sustainable development.

The development of local cultural heritage in the Kesawan area will be built by the Ministry of Public Works and Public Housing (PUPR) of the Republic of Indonesia from the State Budget for fiscal year 2022 involving construction company PT Brantas Abipraya (Persero), with the progress of work carried out from 8 July 2022 to 14 May 2023 has reached 54.830 percent, [50]. PT Brantas Abipraya (Persero) is a state-owned enterprise (SOE) in the construction sector that has had previous experience in revitalizing the Kota Lama in Semarang. Previously, this construction SOE had shared its experience working on the Kota Lama Semarang Revitalisation with the Medan City Government, including the Mayor of Medan, Bobby Nasution. Therefore, the Medan city government gave the opportunity and trust to PT Brantas Abipraya to be involved and participate while sharing knowledge and discussing together to rebuild the Kesawan area.

The Semarang government also provides opportunities for parties involved in the Kota Lama revitalization efforts. The revitalization of Semarang's Kota Lama has been carried out since 2017 and is targeted to be completed by the end of April 2019. The total budget spent is IDR 183 billion, which involves PT Brantas Abipraya, [51]. In addition, to support the smooth revitalization of the Kota Lama, the Semarang City government provides incentives for building owners in the Kota Lama area to reduce the land and building tax (PBB) by 50% for old building owners who want to repair and maintain the buildings.

#### **4.2 Drivers and Barriers of Local Leadership in Sustainable Development of Local Heritage**

In implementing the sustainable development of local heritage, transformational leadership plays a central role in local government. However, in its implementation, it will certainly only sometimes run smoothly; many factors can influence this development, including supporting factors and inhibiting factors; these factors, for example, can be classified through aspects of bureaucracy, legal status, and communication. In Medan City, the implementation of Kesawan revitalization was influenced by several things, such as the Medan City government, which initially saw the potential of the Kesawan area as a place that has historical value and is still well preserved, [52]. Supported by attractive visuals when viewed from an aesthetic aspect to attract visitors, [53]. It has the potential in terms of the economy that will be implemented through cultural tourism, and the development of culinary MSMEs and infrastructure can improve the tourism aspect in the Kesawan area.

However, based on previous studies, the existing supporting factors show that the Kesawan area still needs to be more friendly to visitors. This can be seen from the image of Kesawan, which has high historical value but needs to be maintained, [3]. However, before experiencing revitalization promoted by the government, the Kesawan area had not experienced optimal and significant maintenance or care. There are still many buildings that need to get attention. If you look at the condition of the Kesawan area so far, it is no more like other non-historic areas. The number of buildings that are not considered causes the historical values of the Kesawan area buildings to be eroded. In addition, the government's lack of attention and anticipation of historic buildings causes the interiors of buildings in the Kesawan area to be damaged because they do not get regular maintenance and lose the original form of some buildings. After all, they get restorations that must be standardized for local heritage areas. This is influenced by the community's private ownership of these buildings, so the restoration no longer follows the appropriate benchmarks intended for historic buildings. Some of the buildings that their owners have renovated have taken the form of new buildings.

Moreover, from the legal aspect, there still needs to be assertiveness from the government in formulating Local Regulation Number 6 of 1988 concerning preserving historic buildings, [1]. This condition can be proven by the emergence of illegal



buildings in the Kesawan area, [4], [5]. Overlapping, lack of jurisdictional clarity, and coordination between government agencies are significant obstacles to cultural heritage preservation in Medan City. [6], is looked at regulations protecting cultural heritage preservation in Medan, found a need for inter-organizational coordination between government agencies. That condition led to overlaps, conflicts, inappropriate projects, oversized budgets, stalled work, and sectoral fragmentation. Moreover, the elements forming tangible econ linkage activities are buildings, street decorations, collaborative local events, street food, infrastructure, and old buildings [31].

According to the findings of [53], in shaping place identity, it is essential to maintain continuity by maintaining values, memories, and familiarity in a place. Medan City's tourist attractions include the local culinary and cultural heritage (old buildings), [54]. In addition, the Medan City government is still trying to communicate with building owners in the Kesawan area because many old buildings are privately owned, so socialization and agreement between the Medan City government and building owners are needed. The Medan City government has also tried various approaches to the community, especially regarding legalizing buildings in the Kesawan area. As for avoiding conflicts and risks caused by revitalization, the Medan City Government builds cooperation with the local community. This cooperation is considered a preventive measure and the most effective way to strengthen the relationship between the Medan City Government and the community. Another step is to open access for the community to manage and develop the Kesawan area through existing participation, such as participating in the economy and culture through the development of MSMEs and the implementation of art activities. Furthermore, the Medan City Government will also subsidize the Land and Building Tax (PBB) for building owners in the Kesawan area.

Like the Medan City Government, Semarang City also refers to the potential of the Kota Lama as a local heritage with historical, cultural, and economic values. These values are accumulated into cultural tourism activities through the revitalization of the Kota Lama. Transformational leadership can be carried out quite well by the Semarang City government, especially by the mayor of Semarang. The alignment and understanding of the same vision among the government and stakeholders is one of the supporting factors in improving the sustainable development of local heritage in Semarang. The

awareness of the Semarang city government can be seen through the signing of the Heritage City Commitment Charter as a step in restoring and repairing the Kota Lama area as well as implementing the standards of heritage city arrangement and preservation starting from planning, implementation, cooperation development, and budget allocation to realize the development planning of the Kota Lama of Semarang. Of course, this has caused the revitalization process to run well due to the collaboration of the local government with the central government, academics, community or building owners, and the private sector, [55].

However, it cannot be denied that obstacles still affect revitalization activities. This relates to the condition of the environment around the Kota Lama area, which still needs to be guaranteed security. In addition, when viewed from the aspect of bureaucracy, a slight obstacle affects the revitalization of the Kota Lama Semarang area, namely regarding the massive turnover of members who have the authority to continue the management of the Kota Lama, [55]. Of course, this turnover is the biggest scourge in running the revitalization program. With frequent changes in members, the revitalization process is hampered because it affects the coordination between less cooperative members and the draft decisions that have been made before. However, the relevant management parties, especially the Old City Area Management Agency (BPK2L) of Semarang, try to avoid making this an inhibiting factor in managing and developing the Old City.

Then there is still no complete understanding of the vision and mission between the community, building owners, and the private sector who do not understand and understand what the vision and purpose of Kota Lama will be in the future. Lack of communication also became an obstacle at the beginning of the revitalization process; this happened among stakeholders, such as the Management Board, the government, building owners, and the private sector. Another reason is that the Semarang City Government owns no assets in the Kota Lama area other than the Oudetrap building. Initially, this was quite an issue for the Semarang City Government, especially considering the need for more government ownership of the Old City as a local heritage area.

Other than the Oudetrap building, all existing buildings are owned by individuals, private parties, and state-owned enterprises. This was followed by rejection and opposition due to the unpreparedness of the community in facing the changes that

occurred. However, these barriers were obstacles that occurred at the beginning of the revitalization. This lack of ownership automatically weakens the Semarang City government's authority in managing the Old City. However, according to Semarang's Old City Area Management Agency (BPK2L), this difficulty can be solved by the government's mobilization with the community, in which the government acts as an access provider for community participation in the management of the Old City. At the same time, the coordination between the Semarang government and other parties has been better, supported by an understanding of the potential of the Kota Lama as a cultural heritage and economic source, especially for the region and the surrounding community.

### **4.3 Results of Transformational Leadership Implementation on Sustainable Development of Local Heritage**

The application of Transformational Leadership is expected to have a good influence in achieving existing goals, which in this discourse talks about efforts to develop sustainable development in the local heritage area, which shows that transformative leadership can contribute to tourism development, [8]. Due to the Medan City Government's awareness of the local heritage of historical places and their potential, revitalizing the Kesawan area is the first step for the government to maintain and preserve the culture in Medan City. Transformational leadership applied by the Medan city government directly influences all decisions and policies. However, when talking about the results of implementation, until now, the results are still rotating on the actions of policymaking and the implementation of revitalization, including the process of socialization and communication to the parties involved and the development that is being carried out to date has not provided concrete and specific results. However, it is expected that in the future, after the infrastructure development process is completed, every program that has been prepared and planned by the Medan City Government can run well, especially in efforts to preserve the cultural heritage of the Kesawan area and improve the regional economy through cultural tourism and MSME activities.

Like the Semarang City Government, the Kota Lama area, which underwent infrastructure development and revitalization since early 2017, has contributed to sustainable development. From an economic aspect, the revitalization of Semarang's Old Town has encouraged local economic growth through the adaptive and sustainable reuse of buildings. This can be seen through the openness of

the Semarang City government in involving the community in participating in the management and development of the Old City. In addition, the maturity of the development carried out in the Old City, including the infrastructure, also provides an opportunity for the community to develop the economic and cultural potential of the Old City area through the formation of SMEs with regional characteristics of Semarang City. The collaboration of various stakeholders such as the government, academics, and the cultural community has also influenced the development and improvement of the economy, more coupled explicitly with physical improvements within the Kota Lama area, which has improved the local economy. The revitalization of Semarang Kota Lama has also been identified as a potential economic place as a socio-cultural-economic center area for tourism development, [56].

From a cultural aspect, Semarang's Old Town's revitalization has helped preserve local heritage and promote it as a destination. The designation of this area also has the potential to be included in the UNESCO World Heritage List, [56]. In addition, cultural art performances at the Kota Cultural Festival have contributed to Semarang's cultural tourism development. In terms of branding and promotion, the revitalization of Semarang's Kota Lama has also helped to position itself as an essential icon for the city of Semarang while promoting the area as a cultural tourism asset. This has the prospect of attracting more visitors while increasing tourist mobilization.

## **5 Conclusion**

The results showed that applying Transformational Leadership in the sustainable development of Local Heritage in Medan City and Semarang City contributed to the regional economy. The application of Transformational Leadership can be seen based on four characteristics of Transformational Leadership, namely:

1. Idealistic Leadership: characterized by the Medan City and Semarang City governments' policymaking in revitalizing the Local Heritage areas, including infrastructure development efforts, establishing non-structural cultural organizations, and collaborating with stakeholders.
2. Inspirational Motivation: characterized by the Medan City Government and Semarang City Government involving parties outside the government apparatus, such as cultural communities, academics, NGOs, private companies, and investors. This is the most

appropriate step in helping to accelerate the revitalization process of Local Heritage areas for sustainable development.

3. Intellectual stimulation: The Medan City Government has established an intellectual cooperation relationship with the Semarang City Government through BPK2L to revitalize the Kesawan area. Meanwhile, the Semarang City Government has revamped BPK2L as a first step in preparation for the revitalization of the Kota Lama, as a form of the Semarang City Government's seriousness in managing the Local Heritage area.
4. Individual Considerations: Medan City and Semarang City governments have prepared material and non-material preparations to support revitalizing Local Heritage areas. On the material side, the Medan City government has prepared a budget of Rp. 106.581 billion, while the Semarang City government has prepared a budget of Rp. One Hundred Eighty-Three Billion and a 50% Land and Building Tax (PBB) relief incentive for building owners in the Kota Lama area. On the non-material side, the governments of Medan City and Semarang City have collaborated with parties that are considered to have capabilities related to revitalization, such as cooperating with a state-owned company - PT Brantas Abipraya, in developing the infrastructure of the Local Heritage area.

In addition to these 4 (four) characteristics, the driving and inhibiting factors of revitalization efforts are also influenced. In Medan City, the driving factor for revitalization is the potential of Kesawan as a Local Heritage area, which is influenced by the excellent condition of the buildings. The inhibiting factors are the legality of building status in Kesawan, the number of illegal buildings built in Kesawan, and the need for coordination between the government and non-government organizations. In Semarang City, the driving factor is more influenced by the government's and stakeholders' readiness and awareness regarding the Kota Lama Area as a potential cultural heritage. However, it is still affected by constraints regarding the level of security and bureaucracy over the massive turnover of members who have the authority to continue the management of the Kota Lama.

From the implementation results, Medan City is still in the revitalization and infrastructure development stage, so the results must be concrete and specific. On the other hand, the Semarang City Government has contributed to the development

efforts of Semarang City, especially in the economic and socio-cultural aspects.

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### **Contribution of Individual Authors to the Creation of a Scientific Article (Ghostwriting Policy)**

- Muhammad Husni Thamrin has contributed ideas, concepts, frameworks, and research ideas.
- Faiz Albar Nasution for describing social facts and literature facts, and generalising research findings.
- Yuliyanto Budi Setiawan has collected various policy documents and research literature.
- Yofiendi Indah Indainanto has conducted observations and is responsible for grammar and social academic analysis.

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### **Conflict of Interest**

The authors have no conflicts of interest to declare.

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