

# GREEN LEADERSHIP “THE FOREST GUARD” FROM THE UPSTREAM

*by Hamdani .*

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## Green leadership “the forest guard” from the upstream

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### Abstract

The focus of this research is: How the Hulu Sungai Tengah regency manages and maintains natural resources and the environment in Meratus Mountain Protected Forest?. This research topic is very important to be implemented because it can provide a real picture, that damage to natural resources, especially forests, can be prevented or rejected. The obtained result from this study is the role of leadership is very influential in natural resource and environmental management activities which include: 1) The Regent of Hulu Sungai Tengah regency as a formal leader is able to act as “The Guardian of the Forest” because he has concern and his ability to mobilize the community to love the environment, especially the forest, 2) as a leader able to move the millennial generation and change their mindset about the view of the importance of the existence of forests as a source of life, 3) as a leader able to be an inspiration for the leaders below to love the environment more, 4) provide exemplary examples in managing and protect the environment, 5) strive together with various community groups to make the forest’s valuable asset must be respected and maintained its authenticity. The results of this study are very important to become learning materials and examples for other areas, the environment can be protected from damaged by actions of irresponsible people, to protect the environment requires commitment, care, togetherness, synergy and strong efforts from the role of local leadership both formal and non-formal.

**Keywords:** green leadership, forest, care, forest guard and sustainable environment

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### INTRODUCTION

Protected forest is an area designated by the government and is usually located in the upstream area. Protected forest is a vital natural resource for the survival of living things. Currently, the population of protected forests is quite alarming, because many are in an unkempt condition, and tend to experience damage. The current existence of protected forests is spread in various regions in Indonesia, including in the province of South Kalimantan. Of the thirteen regencies / cities in South Kalimantan, all have their own uniqueness and features according to their environment. Among the thirteen regencies / cities, there are six regencies that have protected forest areas that are located right in the Meratus mountain area as part of their respective territories, out of the six regencies there are four regencies whose protected forest areas (in the Meratus Mountains) have been penetrated their forests, which have been explored and exploited by private companies, there’s only two regencies which still have natural resources in protected forests in the Meratus mountains that can survive the existence of their original forest resources, where each regency has its own way of managing natural resources as its forests. It is not easy for an area to maintain the existence / sustainability of

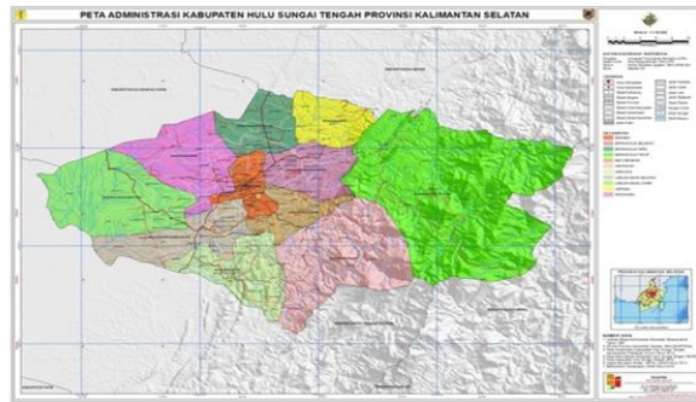
its protected forest. The focus of this research is one of the research locus regencies, namely Hulu Sungai Tengah regency.

This locus was chosen because Hulu Sungai Tengah regency has something different from other regencies in the province of South Kalimantan, Indonesia, especially in terms of its ability to maintain and preserve natural resources in the form of protected forests in its area. As one of the few regencies whose rich in natural resources in the form of mining, now Hulu Sungai Tengah regency is the only regency that is free from coal mining and oil palm plantation activities in South Kalimantan. Why is this important and special? because the existence of a protected forest in an area is very influential for the living around it, especially it will greatly impact the downstream area due the functions of the forest are very much for human life, such as: 1) as a balance to the ecosystem, 2) as a place to live of various flora and fauna, 3) as a water catchment / water catchment location, 4) preventing natural disasters such as floods and landslides, 5) as a source of life for community

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**Fig. 1.** Administrative Map of Hulu Sungai Tengah regency

members around the forest, 6) as an ecotourism location that can contribute to improving the economy of communities around the forest, 7) as a provider of oxygen for the surrounding environment, 8) as a supplier of clean air, 9) as relaxation / fatigue relief, 10) Some are meant to get closer to the nature, 11) able to improve the quality of life for local residents, 12) reduce global warming, 13) be able to prevent extinction, 14) can maintain the existence of biodiversity in an area, 15) protect animals rare and many other forest functions. So, this research is very important to be carried out and very useful to be used as an example of alternative management of natural resources and the environment in a sustainable manner, especially forest resources so that their sustainability can be maintained through the roles of various parties, especially the role of leadership both formal and informal. The research area can be seen in the following Locus Map.

At the same time the purpose of this study is to analyze how the role of green leadership in managing and protecting natural resources and the environment in Hulu Sungai Tengah Regency. The focus of this research is one of the research locus regencies, namely Hulu Sungai Tengah regency. This locus was chosen because Hulu Sungai Tengah regency has something different from other regencies in the province of South Kalimantan, Indonesia, especially in terms of its ability to maintain and preserve natural resources in the form of protected forests in its area. This research is important to carry out to obtain research findings on how the role of green leadership can be applied in managing to keep forest's existence and authenticity sustainable.

## LITERATURE REVIEW

The above is in line with references from: Antara.new.com (2018) which states that now the economy of the Hulu Sungai Tengah regency is known

as a trade center in Banua Enam developing quite well, being able to raise the community's economy like the economy of other regional communities who have now exploited mine. Even though the natural mining resources in Hulu Sungai Tengah Regency are more abundant compared to other regencies in South Kalimantan, until now this known fertile area is still proud of the beauty of its Meratus Mountains.

In line with it. Permata Sari and friends state in their writing In general, modern agroforestry only depends on integration between perennials or commercial trees and crops. Different from traditional or classical agroforestry, hundreds of trees outside of the main component or wildlife. Which become an integration in traditional agroforestry, might not be found in the modern agroforestry (Permatasari et al. 2016) Forest management by agroforestry practices have been much applied by communities and promoted by the government of Indonesia including in Berau regency, East Kalimantan.

Designated leadership style for crisis should build trust in the leader, build self and collective efficacy, and allow the leaders to make the right decision sometimes with very little information (Berson and Avolio, 2004; Foote, 2013; Alkharabsheh et al., 2014; Brandebo, 2020; Ghos et al., 2020; Yang et al., 2020; Olsen et al., 2020). Crisis conditions, professionals encounter crucial Scenarios of decision making that require split second action (Argyris and Schön, 1978; Andersen & Jæger, 1999; Caccavelli & Gugerli, 2002; Sayegh et al., 2004; Sommer & Pearson, 2007; Gärling et al., 2009; Alkharabsheh et al., 2014; Claeys & Coorens, 2020; Bar et al., 2020; Shortland et al., 2020). As such, the pressures of making life-impacting, timely and informed decisions establish an environment needing immediacy and common information. (Alkharabsheh, Ahmad; Kharabsheh 2014).

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Progressing towards sustainable development is a key global challenge (Holden et al., 2016; United Nations, 2016). Sustainable development refers to a development model that seeks to consider holistically the society and the environment (WCED, 1987). Two main issues make sustainable development difficult to implement. Firstly, there are various interpretations of the concept (Bonnett, 1999, 2002; Haque, 2000; Stables & Scott, 1999). Secondly, it raises questions about the compatibility of continuous economic growth, as measured by the Gross Domestic Product, with social and environmental safeguards (Bosselmann, 2001; Victor and Jackson, 2015; Vargas et al. 2019).

The word 'community participation' in development shows an understanding of the community's participation in planning, implementation, the utilization of results and the evaluation of development programs, according to the (United Nations, 1987; Nyoman et al., 2019).

Motivation is process that reveals the intensity, direction and persistence of a person to achieve a goal (Robbins and Judge, 2007), according to Gibson (1996) motivation is a force that drives or encourages someone who raises and directs his behavior. Human needs are not only material needs, but also psychological, mental and spiritual needs. Human needs go hand in hand or in conjunction with different levels of needs (Syafii et al. 2015).

## RESEARCH METHODS

This study used descriptive qualitative approach, descriptive means that the data obtained will be described in the form of word descriptions of what was seen, heard, felt and asked during the research process, one of the characteristics of descriptive is its narrative presentation (Ulfatin, 2015). Meanwhile, according to other sources, it is stated that in qualitative research, researchers are the most important thing in research that must be present in the field, because researchers are the main research instrument that must be present directly in the field to collect data. In this study, using two methods in data collection, namely participant observation and in-depth interviews.

Data in this study consist of human data sources and non-human data sources. Human data sources are primary data sources that are obtained directly from informants as research information. The selection of informants was carried out through the use of purposive sampling in this study, the informants were selected because it gave the researcher freedom from the linkage of the formal process in taking samples, which means that the researcher can determine the sampling according to the research objectives and the data needs requirement. The sampling used in this research is not a representative sampling of the population, but it's based on relevance and depth in gathering information.

Meanwhile, non-human data sources are data sources obtained through observation activities and documentation study as supporting data sources whom strengthen the primary data from interviews.

Guba and Lincoln (1985), Muthiah et al. (2020), Kaae & Traulsen (2020), Bergen & Labonté (2020), Hennink et al. (2020), Onimisi (2020) state that the in-depth interview technique is a typical data collection technique for qualitative research. According to Sonhadji (1994), in-depth interviews have specific objectives effort to obtain current constructs of events, organizational activities, feelings, motivation, recognition and seriousness. Participant observation is a data collection technique in which the researcher plays the role of a participant in the background of the object being studied. Preissle-Goetz & LeCompte in Mantja (1997) states that participant observation is a process in which researchers enter a certain setting or atmosphere with the aim of making observations about how events or incidents in that setting are related.

The data analysis used is a single site data analysis, namely the data analysis process cannot be separated from the data collection process, because qualitative research data collection analysis is a chain step in the formation of a process or cycle (Bigdan & Biklen, 1993).

This study uses a qualitative approach which is a method used to answer research problems related to data in the form of narratives that come from interviews, observations, and documents. To be able to properly explain the approach and type of research, the presence of researchers, research locations, data sources, data collection techniques, data analysis, and checking the validity of findings in a research report requires a good understanding of qualitative research concepts.

In this study, technically the researcher used the data analysis method of the Miles & Huberman model. Data analysis used in this study used a single data analysis, the flow chart model. According to Miles and Huberman (2014), activities in qualitative data analysis must be carried out interactively and continue to completion. Through the Interactive models of Miles and Huberman. Miles and Huberman's interactive model has 4 stages that must be followed appropriate to the research procedures applied.

The interactive process according to Miles and Huberman includes: (1) This data collection is carried out in the field using data collection technique are documentation study, passive observation and participation, and in-depth interviews with key informants. (2) Data condensation is a form of analysis to sharpen, sort, focus, discard, and organize research data in such a way that "final" conclusions can be drawn and verified. (3) Data display is the organization of the research data obtained into certain forms so that the figure becomes more complete. (4) Drawing and verifying conclusions is the researcher's activity in describing and verifying the data from the conclusions



that involve the interpretation of the researcher as a research instrument.

## RESULTS AND DISCUSSION

From the results of this study, it was obtained the answers to the research objectives made as the focus of research, is how to manage natural resources of protected forests (Meratus mountains) in Hulu Sungai Tengah Regency. From the data from participant observation and in-depth interviews with informants, the following research findings were obtained: The success of natural resource management in the form of Protected Forest in the Meratus Mountains can last because:

Optimization the leadership role in managing forest natural resources, both formal and non-formal leadership, formal leadership is an element of leadership in the Hulu Sungai Tengah regency government, while non-formal leadership is in the form of customary leadership through Damang, customary leaders and the head of the Meratus Dayak tribe is spread in the protected forest area of the Meratus mountains, synergize to do the best in protecting the forest area. (W01 / WB-HST / 120820).

The commitment of the formal leaders (in this case the Regent of Hulu Sungai Tengah as the party with the authority in the region) makes / stipulates a regional regulation / regulation which explicitly rejects exploration and exploitation of natural resources, especially in the forestry and mining sectors, through zoning that did not make room for the existence of a mining and oil palm plantation zone in the Hulu Sungai Tengah regency, (W01 / BT-HST / 240820) and all the products produced by these local regulations / those local regulations are always consistent and committed continuously to be implemented through the role green leadership in the management of natural resources and the environment in a sustainable manner and there is no single rule / regulation that its enforcement in the area is stopped or being stopped for any reason.

Through the Regional Medium-Term Development Plan (Rencana Pembangunan Jangka Menengah Daerah) which requires all development to comply with SDGs rules and keep maintaining environmental sustainability, the government is committed and consistently strives to protect the natural resources of the Meratus Mountains, the government and the community support each other for its implementation in the field.

Consistent leadership and commitment in the struggle to protect the forest as a form of formal leadership struggles synergy (Save Meratus) together with non-formal leadership, community organizations that care for the environment, environmental advocacy organizations WALHI and indigenous peoples, commitment to continue to protect the forest as the binding rope for The Meratus Dayak tribal rituals which

has been going on from generation to generation from their ancestors has been preserved until now.

Providing examples for the community to love the environment in various activities, empowering the community so that they will not easily influenced by investment offers to exploit the natural resources in Hulu Sungai Tengah Regency, especially in the Meratus Mountain Protected Forest Area. (W02 / BT-HST / 240820).

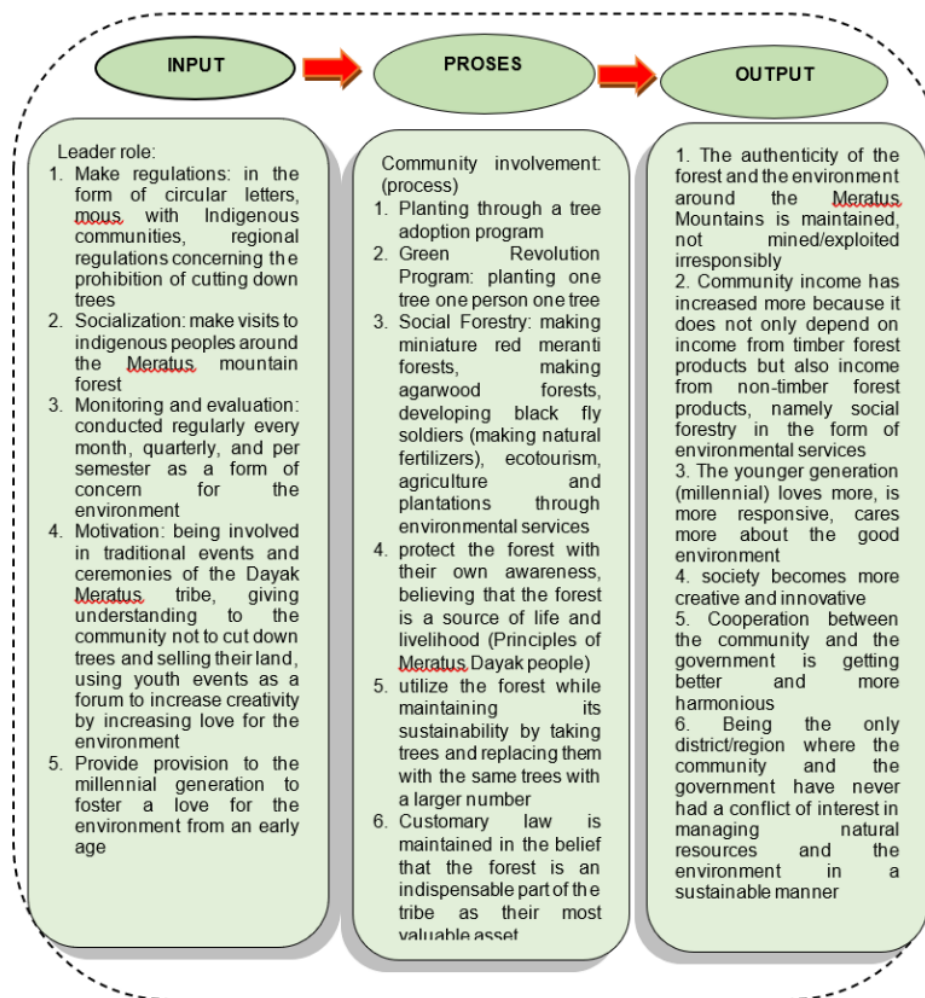
Increasing the role of forest communities to further increase their economic self-reliance by using vacant land for community plantation businesses through social forestry activities, by planting trees for small-scale plantations and forestry, such as creating red meranti forests, gaharu forests and mantuala plantations which is a kind of durian fruit plant but with a different taste from durian fruit. (W01 / DLH-HST / 240820).

On the other side, one of the efforts to maintain the existence of trees in protected forests in the Meratus Hulu Sungai Tengah mountain area, the government implemented an innovation in the form of Tree Adoption activity, it is an activity to replace the value of a tree to be maintained by indigenous peoples and may not be cut down at any time through customary contracts. (W02 / DLH-HST / 240820).

The tree adoption tradition is an activity based on local wisdom, it is a simple innovation carried out by the Hulu Sungai Tengah regency government in an effort to save trees, the existence and preservation of forests in Meratus mountainous areas. Technically, someone who has excess money / financial capacity, such as an official, or whoever wants to adopt a tree in the forest in the Meratus mountain area can pay the customary community to ask that the tree be maintained and guarded and not to be cut down, this activity takes place as an effort to save the forest by the local government so the forest is not exploited by private parties / investors / planters capital or entrepreneurs who want to carry out mining and large plantation activities (especially oil palm plantations) and they do not have access to destroy forest areas and the natural environment in the Meratus Mountains in order to maintain a sustainable forest existence in this area. (W01 / AS1-HST / 240820).

Efforts to foster love for the environment are pursued by the Hulu Sungai Tengah regency government by facilitating the younger generation / millennial generation in the city of Barabai through youth groups / organizations by art stalls and implementing art events every weekend to foster love for the environment, socialization of the existence of Meratus mountainous forest, the benefits and dangers if the forest is damaged, assisted by banners, banners or posters that express love for the environment, and the information is always being updated.

Making innovations on better waste management through the expansion of the TPA then it is able to accommodate 70 tons / day of waste / waste residue,



**Fig. 2.** Output Research findings

providing appeals through circular letters, announcing regulations on waste bank management as an alternative solution to reduce waste entering the Final Disposal Site by optimizing public awareness, especially the younger generation, to be involved in its management, it has been going on for the last 5 years. So far, only the residue has entered the TPA, while the rest of the waste has been sorted to be placed in the 3R (Reduce, Re-Use and Re-Cycle) waste processing facility by optimizing the function of the waste bank.

The innovation regarding the use of organic waste "Black soldier fly" by the army of black flies is used as an ingredient for animal / fish feed in the form of fly eggs for sale at a price of IDR 25,000 / kg is a new breakthrough in an effort to improve the community's economy so that it does not depend only on forest natural resources and

mining alone. This innovation is part of the management of organic waste produced by the people of Hulu Sungai Tengah to minimize organic waste so that it is used to increase its economic value.

Another innovation that is implemented to maintain the ecosystem of the Meratus Mountain Forest Area is through the cultivation of catfish, koi, gourami, cork and papupu fisheries. This innovation looks very simple but has a deep meaning in maintaining the local wisdom of the Dayak tribe at the foot of Meratus mountain, However for the success of fish farming, the Meratus mountain forest area should automatically provide an original natural environment to be able to grow and develop fish. local cultivated fish. (W02 / WB-HST / 120820). The research output is shown in **Fig. 2**.

**Table 1.** Key Informants

	Informan 1	Informan 2	Informan 3	Informan 4
Initials	BT	WB	AS1	DLH
Jabatan	Bupati	Wakil Bupati	Asisten 1	Kepala Dinas
Jenis Data	W	W	W	W

Community empowerment efforts that arise from the awareness of the community itself are manifested by planting trees, creating local plant nurseries, making stingless bee development innovations as our regency ecotourism, and not allowing any empty land not used optimally. (W04 / DLH-HST / 260820).

Doing good cooperation between the government and local entrepreneurs, banks and the community in increasing the business in the non-mining sector, which is able to improve the community's economy by minimizing the bonds between debts and illegal financing parties (loan sharks), hoping that people will not think about selling their land so the ownership would still held by the local community. This is absolutely will have an impact on the environment in which they live. (W03 / BT-HST / 260820).

Increasing the Role of the Dayak Meratus traditional leaders turned out to be very influential in the efforts to successfully refuse natural exploitation in Hulu Sungai Tengah Regency, since it's basically indigenous peoples have their own way of protecting the forest with traditional rituals of local wisdom that they have been preserving and guarding for generations over a period of time for a very long time, as well as the adherence of the indigenous Dayak Meratus tribe to their very strong leaders, especially those related to forest use, because they believe that forest destruction has a domino effect that will cause extensive ecological damage not only in their territory but will also have an impact on the other territories around it, and awareness like this arises owing to the charisma of the leaders / figures / customary chiefs of the Dayak Meratus Tribe in the protected forest area of the Meratus mountains, Hulu Sungai Tengah regency. Although the rules they apply are not written, the care and love of this tribe for nature, especially the forest has been rooted and entrenched in the life of the Dayak Meratus Indigenous Tribe from generation to generation since the time of their ancestors, inasmuch as the Indigenous Peoples of the Dayak Meratus Tribe the forest is a source of life, a source of medicine. - medicine, a source of livelihood and a source of happiness. (W03 / WB-HST / 140820).

Persuasive efforts that are also carried out by the green leadership (formal and non-formal leaders in Hulu Sungai Tengah who care for the environment, through the onslaught of noble values as religious beings and as Indigenous people who uphold the teachings of their beliefs as a society. The custom of the Meratus Dayak tribe to protect the nature and environment of the Meratus Mountain Protected Forest Area is a fixed price which occupies the most sensitive position but is very

effective because it is influenced by spiritual obedience. (W03 / BT-HST / 260820).

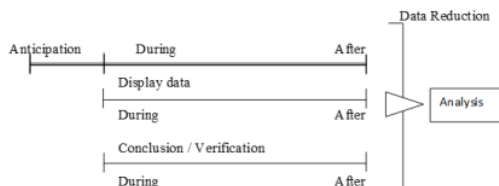
The following as sources of information can be seen by key informants who are the main data sources in this study as illustrated in **Table 1**.

## CONCLUSION

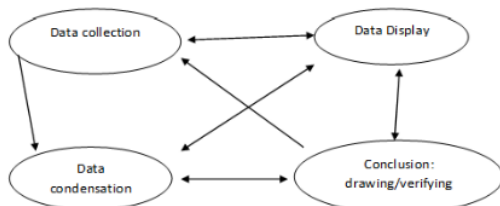
The conclusion of this research is the Hulu Sungai Tengah Regency Government has its own way of managing natural resources, especially Meratus Mountain Protected Forest in Hulu Sungai Tengah Regency through optimizing the role of green leadership in creating authority as outlined in the form of local regulations and the role of green leadership in provide education and understanding to local communities around the Meratus mountains through a persuasive approach to indigenous community groups and their leaders to love the environment more as it is by maintaining traditional ways of managing it. Include providing facilitation to urban youth to grow and increase awareness of love for the environment, especially the existence of forests. The struggle of the Hulu Sungai Tengah Regency government to protect the Meratus Mountains from the greed of irresponsible parties is realized through hard work, by opening new economic growth centers in the non-mining sector, so that the community is not tempted by offers to sell their land to private mining parties and large plantation (oil palm) entrepreneurs.

Many simple innovations were introduced by these regional leaders as a form of implementation to protect Meratus Mountain forests, which were supported by formal leaders under them who headed the Regional Work Units (Satuan Kerja Perangkat Daerah) related to natural resource and environment management, namely the Environment Agency of the Hulu Sungai Tengah Regency and the heads of the traditional Balai Adat who manage the environment at the lowest level who are in direct contact with the people around the forest area in the Meratus Mountains. So as, to be able to foster a sense of community love for the environment and forests. 1) The Regent of Hulu Sungai Tengah regency as a formal leader is able to act as the Guardian of the Forest because he has his concern and ability to mobilize people to love the environment, especially forests, 2) as a leader is able to mobilize the millennial generation and change their mindset about the importance of forest existence for life, 3) as a leader is able to be an inspiration for the leaders under him so they would love the environment more, 4) provide exemplary examples in managing and protecting the environment, 5) striving together with various groups of people to make forests a valuable asset that must be respected and maintained its authenticity.





**Fig. 3.** Concept Miles and Huberman



**Fig. 4.** Component of Data Analysis: Interactive Model (Miles M. B & Huberman, A. M. & Saldana, J. 2014)

The results of this study can provide benefits to other areas as an innovation in managing natural resources and sustainable living environment in a simple way but can have a tremendous impact on the preservation and sustainability of natural resources, especially forests by generating innovation for the community through inspiration and exemplary leadership that is pro and committed to environmental sustainability in a sustainable manner.

Note: In the old version data analysis of the interactive model (Miles & Huberman), which is called data reduction, goes through the stage of sorting out the unfinished data in the research field. In contrast to condensation data, all data are primary data and no reduction is done, but all of them give meaning to the focus or purpose of the study.

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