Study on Situational Leadership in Forest Management with Swot Analysis

Ginung Pratidina[a*], Abubakar Iskandar[b]

[a,b]State Administration Study Program, Djuanda University, Bogor Indonesia
[c]State Administration Major, Djuanda University, Bogor, Indonesia
[a]Email: ginung.pratidina@unida.ac.id
[b]Email: abu1958@yahoo.com

Abstract

The research was motivated by the existence of two leaderships. They are formal and informal in one forestry area. They are the Village Government and the Indigenous Peoples Leadership. Both of the leaderships interact and influence the interests of the forest management programs. The objectives of the research are to Analyze the Weight and Rating of the Internal Factory Analysis Strategy, to Analyze the Weight and External Rating of Factory Analysis Strategy, and to Formulate Situational Leadership Strategy for Village Governments in Forest Management in the Halimun Salak Mountain Area. The research method used qualitative analysis by SWOT analysis approach. The results of the research showed the situational leadership in formal and informal governments had an internal score that the Strength is Greater than the Weakness and the External Score which the opportunity is greater than the threat. The Comparison of internal and external scores in strengths and opportunities both formal and informal leaderships that the strength score is greater than the opportunity score that are 2.13> 2.05 for Informal leadership and 1.82> 1.75 for Formal leadership that means, it is in strong and high position because it is in quadrant I with alternative strategy and Growth Strategy.

Keywords: forest management; formal leadership; informal leadership.

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* Corresponding author.

1. Introduction

1.1. Background

The Impact of The Minister of Forestry Decree Number 175 / Kpts-II / 2003 concerning the expansion of Halimun Salak Mountain National Park (HSMNP) which originally had an area 40,000 hectares to 113,357 hectares with the merger of Mount Salak and ex Perhutani [9] had made culture shock for the people around HSMNP, where people who have long been accustomed to relying on their livelihoods from the forest suddenly not allowed to enter the areas, because legally the people not allow to work in the conservation area. The conditions often lead to conflict of forest interests that cannot be avoided [10]

Because of the unpreparedness of the leadership did government duties well. It can affect the people. An expectation gap can occur which potentially creates disharmony between the government and the people. Expectation gap is a gap that occurs because of differences between the expectations of the people and the actually serves as a guideline for the government in providing public services [2].

The compromise sometimes is difficult to reach both the people and the National Park. The expansion of HSMNP has caused a number of problems, especially regarding the low level of welfare of rural people around the forest, so it can influence the level of people dependence on forests which has an impact on the high disturbance and damage to the forest in the national park. Empirical data on land cover from 1989 to 2008 showed that the HSMNP area of 113,357 ha had decreased in quality and degradation by 22,000 ha or 19.4%.

The decreased in quality was caused illegal logging activities, illegal gold mining, and forest encroachment. The problem is not simple, because the Halimun Salak Mountain National Park area is unique where in some of these areas there are two systems of government. They are the formal government headed by the Village Head, and the non-formal government headed by kasepuhan (traditional leaders). The role of leaders in government is very important given the function of leaders as agents of change to implement government programs the people participation. Both of the leaderships support each other in the social life of the people [8]. But in the effort of forest management, indigenous people are very obedient to their traditional leaders. Anything forbidden by their traditional leaders, the people do not dare to violate them. The heterogeneity raises several groups of people whose sense of regional culture is strong because the differences can be seen from the habits and procedures of the people.

The people have two formal and informal leadership in one area are Sinar Resmi village subdistrict Cisolok, Sukabumi district. There are three indigenous people leaderships in the village that is commonly called Kasepuhan i.e. Kasepuhan Cipta Mulya, Sirna Resmi and Cipta Gelar. The three of The Kasepuhan Administration are Sinar resmi Village headed by the formal leadership of the village head.

In addition, Sinar Resmi Village is also in the Conservation Forest Area, Halimun Salak Mount National Park. When there are programs from the government both (formal and informal) leaderships are mutual communication and coordination, but sometimes there are dualism of interests. Example in forest governance, the indigenous people have traditions, views, and access to forests for life. Beside that the government and The

Village Government and Halimun Salak Mount National Park (HSMNP) also have an interest in forest conservation. This often causes conflicts of interest. So every problems need the role of the leader is very important in dealing in conditions [9].

The objectives of the research are :

a. Analyzing the Weight and Rating of the Internal Factory Analysis Strategy for Situational Leadership in Forest Management in the Halimun Salak Mountain Area

b. Analyzing the Situational Leadership Weight and External Rating Factory Strategy Management of Forests in the Halimun Salak Mountain Area

c. Formulating Situational Leadership Strategies in Village Governments in Forest Management in the Halimun Salak Mountain Area

2. Material and methods

2.1. The design, location and research time

The research used quantitative and qualitative approaches. According to [4] quantitative methods can be defined as a method of research that is postpostivisme which is used for researching on population or sample. The location of the research was in the area of Halimun Salak Mount National Park. The Research conducted in April – October 2018.

2.2. Sampling

The samples are 90 people that 45 people from the formal leader, they are the Government of the village, and 45 people from the non formal leaders. Based on the theory if the example of the withdrawal of all possible random sample size n is taken without a recovery from a finite population size N that has value of Central median and standard deviation then the withdrawal distribution example for middle grades sample average (mean) will come to the normal distribution with a standard deviation of central value [11].

This proposition can be close to the truth if the measurement results shown by independent variables are close to normal. The importance of this proposition is mainly to draw conclusions about the estimator of the sample which according to the central limit theorem follows or approaches the normal function, if the sample is large enough that is n to infinity. This proposition in practice already applies if n> 30, because in such circumstances the value of Table t for a particular alpha will approach the value of a normal table [5].

2.3. Data Sources and Data Collection

The Primary data sources were data from the Village Government and Indigenous Peoples Leadership. The Secondary data was obtained from the relevant agencies. Data in the form of solutions, decisions, suggestions and opinions were collected through Focus Group Discussion (FGD).

2.4. Data Analysis

The data Analysis in the research consisted of content analysis and SWOT analysis. Application of content analysis techniques through steps: data reduction, data display, and how to draw conclusions. The way the analysis was basically done since the researcher in the field and classifies the tendency of data from the field notes.

The Content analysis research is in-depth discussion of the content of information, and usually the source of research is verbal data. Thus, interviews are very important in this analysis. The procedure for content analysis techniques is carried out by adapting the recommended procedure [7] especially if it is obtained from certain theoretical studies related to certain thematic findings, the researchers make the possibility of conceptual elaboration on the tendency of the existing data.

Thematic finding cases are combined with the others, and made in the form of summary data. They are to make a synthesis of what the researchers know from the data as a way of drawing conclusions that are examined qualitatively [6].

Beside the content analysis, SWOT analysis was used, too. The SWOT analysis was conducted on data on the Situational Leadership Model in Forest Management in Halimun Salak Mountain National Park [1]. So the interviews and FGDs are very important in this analysis. Therefore data was in the form of ideas, opinions, thoughts and suggestions obtained from the FGD. At the end of the FGD, a mutually agreed strategy was formulated.

3. Results

3.1. The Weight Calculation and Internal Factory Analysis Strategy Rating (IFAS)

The Weight and Rating of the Internal Factory Analysis Strategy for Situational Leadership in Forest Management in the Halimun Salak Mountain Area in the following Table

Table 1: Weight Calculation and Internal Rating Factory Analysis Strategy (IFAS)

Internal Strategic Factors	Weight	Ratie	X Rating Weight	Comment
Strength:				
1. Kasepuhan leaders have leadership with a high level of participation style	0,13	4	0,5	Produce decisions that can be accepted by the community
2. The maturity level of members of indigenous peoples is quite high.	0,09	3	0,28	The effectiveness of the implementation of orders from the Kasepuhan leaders

Internal Strategic Factors	Weight	Ratie	X Rating Weight	Comment
3. Effective Kasepuhan leaders Situational Leadership	0,09	3	0,28	Every decision can be accepted by the people.
4. Voluntary at work.	0,09	3	0,28	Because their role is hereditary
5. Obedience to Kasepuhan leaders is high	0,09	3	0,28	It is the local wisdom of the people to obey the Kasepuhan leaders
6. Have local wisdom in the concept of self-sufficiency in food and forest management.	0,13	4	0,5	No people are starving and the environment is well preserved
Sub Total	**0,62**		**2,13**	
Weakness :				
1. The people education is low	0,09	3	0,28	Access and educational facilities are limited
2. Rejection of the forest management programs	0,09	3	0,28	Because they are against traditional rules
3. Indigenous people do not understand the importance of forest conservation.	0,09	3	0,28	Because the level of knowledge about conservation is minimum. Factors in the need for fuel wood and working on agriculture. So the indigenous people entered the forest area
4. There is no legal certainty for indigenous people.	0,06	2	0,13	Being wrong for the people and the government, the people that are entered in the area claiming that indigenous people existed before independence and the conservation rules existed, while the government enforced the rules of law
5. Dualism of leaderships in one region.	0,03	1	0,03	Cause a conflict of interest between the two leaderships because it includes power in the same region.
Sub Total	**0,38**		**1,00**	
Total	**1,00**		**3,13**	

Source: Research Results, 2018

Based on the table 1 the strengths factors have score of 2.13 while the weaknesses factors have a score of 1.00.

The Kasepuhan leaders situational leaderships have higher strength than the weakness factor in implementing forest management programs.

3.2. Weight Analysis and External Ratings Factory Analysis Strategy (EFAS)

The Weight and EFAS of Situational Leadership Strategy for Forest Management in the Halimun Salak Mountain Area is in the Table 2.

Table 2: Weight Analysis and Factory Analysis Strategy External Ratings (EFAS)

External Strategic Factors	Weight	Rate	X Rating Weight	Comment
Opportunity:				
1. Indigenous people can manage their own customary forests with ulayat rights *.	0,14	3	0,41	Because it has a legal basis. It is from the decision of the Constitutional Court No. 35 / PUU-X / 2012 concerning the procedures, regulation, mastery and use of Ulayat Rights, it is only constrained by the Regional Regulation that must be issued
2. Making Kasepuhan a place for cultural and agricultural tourism.	0,18	4	0,73	Because the Kasepuhan indigenous people maintain unique local wisdom such as the existence of seren taun (harvest feasts)
3. Develop the concept of indigenous community forest management according to customary rules.	0,09	2	0,18	Indigenous peoples have rules in forest zoning. They are tatupan forests (Protection Forests), titipan (Forests for housing needs), cawisan (Forest reserves) and arable land (Agricultural Land).
4. The government partners with kasepuhan leaders in protecting the forest by empowering indigenous people to protect the forest.	0,18	4	0,73	In the institution of Kasepuhan there are parts that protect their forests insitatively to control their customary forests
Sub Total	**0,59**		**2,05**	
Threat :				
1. Conflict of interest between partnership and the	0,14	3	0,41	There are dualisms of formal and informal leaderships in one area and

External Strategic Factors	Weight	Rate	X Rating Weight	Comment
government in managing Forest Resources				have the same interests with different objectives. Indigenous peoples claim that the forest belongs to indigenous people because they existed before this country existed, then their livelihood was the only farm in cultivation which was also a conservation area, while the government enforced the law
2. Indigenous peoples lose their livelihoods	0,14	3	0,41	The people that are prohibited by law from farming in the National Park area, the people will reduce the source of their livelihoods and result in the welfare of the people.
3. Abandonment of State law	0,05	1	0,05	Assume the government does not pay attention to rural people.
4. Rejection of forestry programs	0,09	2	0,18	Because the program is contrary to local customary rules.
Sub Total	**0,41**		**1,05**	
Total	**1,00**		**3,1**	

Source: Research Results, 2018

Ulayat rights are authority, which, according to customary law, is owned by customary communities over certain areas which are the environment of their citizens, where this authority allows the community to take advantage of natural resources, including land, within the area. Furthermore, in table 2, opportunity factors have score of 2.05 and the threats factors have score of 1.05. The results indicate the forest management has a considerable opportunity compared to the threat that will emerge, as in the table 3:

Table 3: Recapitulation of Scores IFAS and EFAS

Internal Score	Eksternal Score	Alternative Strategy
S > W (+) 2,13 > 1,00	O > T (+) 2,05 > 1,05 (+)	Growth
S < W (-)	O < T (-)	Survival
S > W (+)	O < T (-)	Diversification
S > W (-)	O > T (+)	Stability

Source: Research Results, 2018

In determining a more specific alternative strategy of the value obtained, it is included in the alternative strategy chart, because the results from table 3 will be seen later that from the existing score leads to the choice of growth strategy then determines a more specific growth strategy. From this score shows strengths are greater than opportunities, so the results can be seen in the Figure 1:
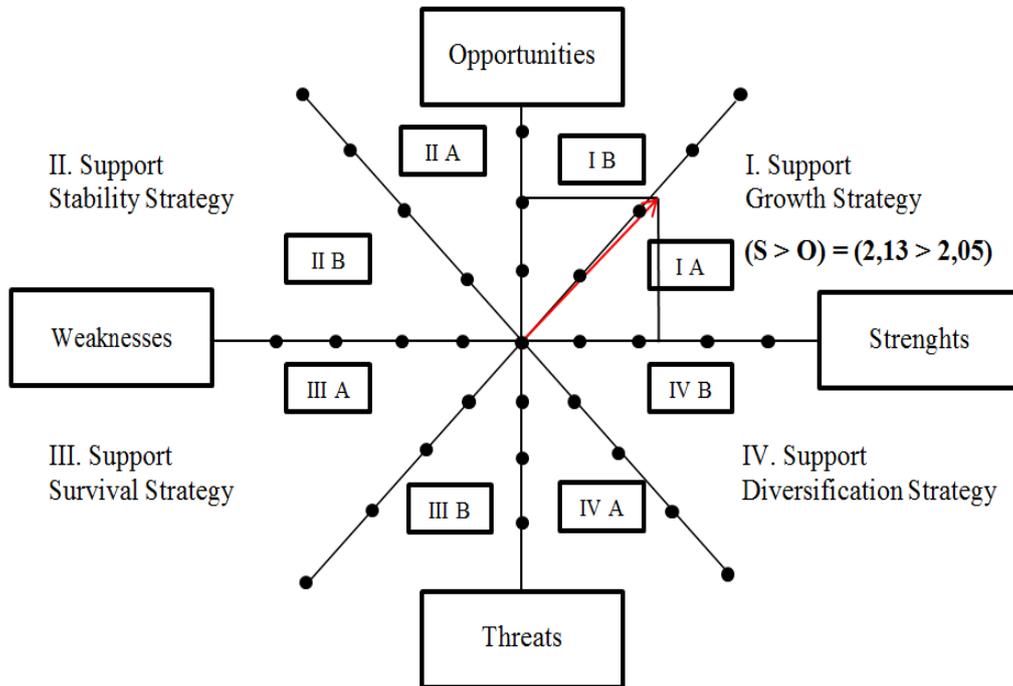

Figure 1: The Chart of SWOT Analysis of Situational Leadership in Forest Management

Source: Research Results, 2018

3.3. Strategy Formulation

Based on the SWOT matrix table. The results of the SWOT analysis of Situational Leadership strategies for indigenous peoples are obtained in the Forest Management as in the table 4:

Table 4: SWOT Matrix Situational Leadership in Indigenous Peoples

IFAS	Strengths (S)	Weaknesses (W)
	1. Kasepuhan leaders have leadership with a high level of participation style 2. The maturity level of members of indigenous peoples is quite high. 3. Effective Kasepuhan leaders Situational Leadership	1. The people education is low 2. Rejection of the forest management programs 3. Indigenous people do not understand the importance of forest conservation. 4. There is no legal

EFAS	4. Voluntary at work. 5. Obedience to Customary leaders is high. 6. Have local wisdom in the concept of self-sufficiency in food and forest management.	certainty for indigenous people. 5. Dualism of leaderships in one region.
Opportunities (O)	**Strategy SO**	**Strategy WO**
1. Indigenous peoples can manage their own customary forests with ulayat rights *. 2. Making Kasepuhan a place for cultural and agricultural tourism. 3. Develop the concept of indigenous community forest management according to customary rules. 4. The government partners with customary leaders in protecting the forest by empowering indigenous peoples to protect the forest.	1. Submitting ulayat Rights to the Regional Government and pressing to immediately make their Regional Regulations **Formulate: S1, S2 – O1** 2. Developing Tourism and Agro Tourism, in Kasepuhan in order to increase the income of the people in the future that can become professional professions from farming **Formulate: S2, S3 – O2** 3. The Government or Kasepuhan made an MoU in cooperation in protecting forests and creating institutions / forums which involved all stakeholders involved in forestry management **Formulate: S6 – O4**	1. Improve Institutional Capacity Kasepuhan with Training and mentoring from the Government and NGOs in maintaining and managing forestry. **Formulate: W1 – O1,O2** 2. Creating Forest Management Programs that complie with customary rules, the government in making forest planning involves the people and is socialized before being implemented such as making eco-friendly tourism **Formulate: W2 – O2,O3** 3. Providing ulayat rights for indigenous peoples **Formulati: W4 – O3** 4. Creating an Adhock institution / Forum under the government where representatives of each stakeholder involved in forest management are included. **Formulate: W5 – O4**
Treaths (T)	**ST Strategy**	**WT Strategi**
1. Conflict of interest between partnership and the government in managing Forest Resources	1. Increasing the Communication Intensity between Formal (Government) and Informal Leaders	1. Government programs that really touch indigenous people who are not capable in the economy, like BPJS, and

2. Indigenous peoples lose their livelihoods 3. Abandonment of State law 4. Rejection of forestry programs.	(Indigenous Peoples) and leaders always appease members that the choice in resolving conflicts is compromise and deliberation. **Formulate: S1,S2 – T1** 2. Establishing a Memorandum of Understanding between farmer groups, Indigenous leaders and the government in cultivating agricultural land, as well as providing access to profession for indigenous people such as tour guides, and selling handicrafts. **Formulate:S1, S3 – T2** 3. Always Involving the leaders of Kasepuhan in planning forestry programs, empowerment programs that are in accordance with customary rules **Formulate:S4, S5, S6 – T4**	Scholarships for Indigenous people. **Formulate: W3 – T1, T2** 2. Build high school educational facilities that are affordable by distance and cost. **Formulate: W3 – T3** 3. Mentoring programs, counseling with the involvement of NGOs to change people's mindsets. Good assistance in terms of conservation education, creative economic education, and agricultural education. **Formulate:W4–T2, T3, T4**

Source: Research Results, 2018

Furthermore, the strengths, weaknesses, weight calculations and IFAS Leadership Situational Leadership Management for Forest Management stated show in table 5.

Table 5: Calculation of Weight and IFAS Rate of Situational Leadership in Forest Management

Internal Strategic Factors	Weight	Rate	X Rating Weight	Comment
Strength:				
1. The Village Head has leadership with a high level of delegation style.	0,14	4	0,57	Divide tasks to subordinates and entrust the Village secretary to manage them, the Village Head Focuses on the affairs of the people and their development.
2. The Village Head has access to village financial management, administrative area access, access to	0,14	4	0,57	The Village Head as a formal leader has the power that is obliged to manage all access properly for the people welfare.

Internal Strategic Factors	Weight	Rate	X Rating Weight	Comment
relations with the local government and access to territorial information.				
3. Having access to the implementation of Forestry Programs or others that come from the Central Government and the Regions.	0,11	3	0,32	The Village Government as the spearhead of political power in Indonesia country has good access from the central and regional governments as the end of implementing programs from the central government to the villages
4. Sinar Resmi Village is a lot of research destination, Community Service Program (KKN), a cultural tourism destination, both local and foreign.	0,11	3	0,32	Because Sinar Resmi Village has a unique area, which has 3 cultural reserves. They are Kasepuhan Cipta Gelar, Cipta Mulya and Sirna Resmi and is in the HSMNP area
5. The Village Head is from a Kasepuhan member	0,03	1	0,03	The majority of village residents are indigenous people, so when village heads come from members of the Kasepuhan, village heads and custom can influence each others access to achieve their respective goals more easily.
Sub Total	**0,53**		**1,82**	
Weakness :				
1. The Village Head does not have access to managing the forest directly.	0,11	3	0,32	Forest Planning and Management Policies are in the Provincial and Central Government
2. The maturity level of employees and the public is low.	0,11	3	0,32	Village officials since the change of leadership in October 2017 have been restructured as a whole, so they need adaptation.
3. Access and health facilities, education and public purchasing power is limited.	0,11	3	0,32	Sinar Resmi Village is a village with a low level of welfare because of its access to the capital city district is far and

Internal Strategic Factors	Weight	Rate	X Rating Weight	Comment
				access to public transportation to the location is limited, and a traditional lifestyle
4. The Village Head does not have full access to compliance from the people.	0,07	2	0,14	Indigenous people are more obedient to traditonal leaders than village heads, so the village head to get obedience from the people must go through Kasepuhan leaders
5. Village Institutional Capacity is inadequate.	0,07	2	0,14	In quantity and quality, village officials have limitations in the transition period of leadership, especially with the presence of village funds needed by employees who are experts in managing finances
Sub Total	**0,47**		**1,25**	
Total	**1,00**		**3,07**	

Source: Research Results, 2018

Based on the table 5 the strengths factors have score 1.82 and the weaknesses factors have score 1.25. This means the village head Situational Leadership has higher strength than the weakness factor in implementing forest management programs. Furthermore, the table 6, the opportunity factors have score 1.75 and threats factors have score 1.08. These results indicate the opportunities for forest management have considerable opportunity compared to threats that appear in the table 6.

Table 6: Weight and Rating Calculation EFAS Situational Management of Forest Management

External Strategic Factors	Weight	Rate	X Rating Weight	Comment
Opportunity:				
1. Participating in advocating for ulayat rights for indigenous peoples.	0,13	3	0,38	Village heads that have access to structures to local governments can help in advocating ulayat rights.
2. Conducting partnerships with universities, NGOs, and entrepreneurs	0,08	2	0,17	Many visitors visit to Sinar Resmi Village and the limited

External Strategic Factors	Weight	Rate	X Rating Weight	Comment
to cooperate in developing tourism, agrotourism for indigenous peoples.				resources are the potential to collaborate with various parties in achieving the objectives of the village and indigenous peoples
3. Improve road infrastructure to kasepuhan destinations.	0,13	3	0,38	Having access to village funds to be maximized in infrastructure development that is limited in Sinar Resmi Village
4. Establish a Village-Owned Business Entity in Creative economy.	0,08	2	0,17	The Village Government has access to form this institution in order to improve people welfare.
5. Conducting partnerships with HSMNP in participating in forest management programs	0,17	4	0,67	Most areas of Sinar Resmi Village are forests and many cases of illegal logging occur.
Sub Total	**0,58**		**1,75**	
Threat:				
1. The Village Government is difficult to mediate / mediator when there are conflicts / problems that occur between indigenous and non-indigenous people.	0,13	3	0,38	Because the village head comes from members of the Kasepuhan to its structure.
2. Abuse of village funds	0,08	2	0,17	Village fund management that is not transparent and accountable has the potential to abuse village funds by certain people whether intentional or not
3. The Village Government loses access to the compliance of the majority of the people	0,13	3	0,38	The dualism of leaderships in one region when the village is represented by poor performance will lose the trust of the people.
4. The village government loses some of its administrative access.	0,08	2	0,17	When ulayat rights are implemented, the village government will lose access to part of its territorial.
Sub Total	**0,42**		**1,08**	
Total	**1,00**		**2,83**	

Source: Research Results, 2018

Based on the scores the table of IFAS and EFAS Scores can be arranged in the table 7:

Table 7: Recapitulation of IFAS and EFAS Score

Internal score	**Eksternal** score	**Alternative Strategy**
S > W (+)	O > T (+)	
		Growth
1,82 > 1,25	1,75 > 1,08 (+)	
S < W (-)	O < T (-)	*Survival*
S > W (+)	O < T (-)	*Diversification*
S > W (-)	O > T (+)	*Stability*

Source: Research Results, 2018

In determining more specific alternative strategy of the score obtained, then it is included in the alternative strategy chart, because the results from table 7 will be seen later. From the existing score leads to the choice of growth strategy then determines more specific growth strategy. From the score showed that Strengths are greater than opportunities, so the results can be seen in the figure 2.
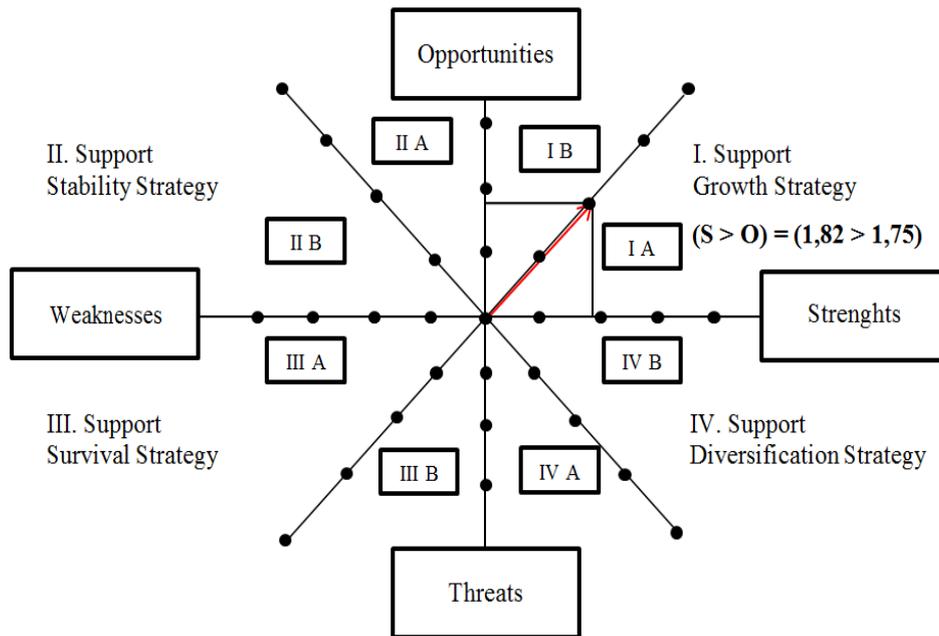

Figure 2: Chart of Village Head Situational SWOT Analysis in Forest Management

Source: Research Results, 2018

3.4. Strategy Formulation

Based on the SWOT matrix table above, the results of the SWOT analysis of the Situational Leadership strategies for village governments in Forest Management are obtained in the table 8.

Table 8: SWOT Matrix Situational Leadership in Forest Management

IFAS EFAS	Strengths (S)	Weaknesses (W)
	1. The Village Head has leadership with a high level of delegation style. 2. The Village Head has access to village financial management, administrative area access, access to relations with the local government and access to territorial information 3. Having access to the implementation of Forestry Programs or others that come from the Central Government and the Regions 4. Sinar Resmi Village is a lot of research destination, Community Service Program (KKN), a cultural tourism destination, both local and foreign. 5. The Village Head is from a Kasepuhan member	1. The Village Head does not have access to managing the forest directly. 2. The maturity level of employees and the public is low. 3. Access and health facilities, education and public purchasing power is limited 4. The Village Head does not have full access to compliance from the people. 5. Village Institutional Capacity is inadequate
Opportunities (O)	**Strategy SO**	**Strategy WO**
1. Participating in advocating for ulayat rights for indigenous peoples. 2. Conducting partnerships with universities, NGOs, and entrepreneurs to cooperate in developing tourism, agrotourism for indigenous peoples. 3. Improve road infrastructure to kasepuhan destinations.. 4. Establish a Village-Owned Business Entity in Creative economy	**1.** Assist the Administrative Needs of Kasepuhan in fulfilling ulayat rights requirements and using village head access to help advocate for customary rights of indigenous peoples **Formulate: S1, S2, S5 – O1** **2.** Establish a business enterprise village's by creative economy to improve the welfare of the people by cooperating in training and mentoring with	1. To partner with universities, HSMNP and NGOs in the exchange of access to information and networks on forestry, so that village governments can contribute to the forestry sector **Formulate: W1 – O2, O5** 2. Improve the infrastructure of education and health facilities such as integrated service posts, using village funds **Formulasi: W3 – O3** 3. 3. Collaborating with

	various stakeholders	Universities, and NGOs for
5. Conducting partnerships with HSMNP in participating in forest management programs.	**Formulate: S2, S4 – O4** **3.** 3. Conduct MoU with various parties in the framework of increasing village institutional capacity, community welfare, forest guarding and others **Formulate: S3 – O5**	training and mentoring to form business enterprise village's and increase the capacity of Village Staff HR **Formulate: W5 – O2, O4**
Treaths (T)	**ST Strategy**	**WT Strategy**
1. The Village Government is difficult to mediate / mediator when there are conflicts / problems that occur between indigenous and non-indigenous people. 2. Abuse of village funds 3. The Village Government loses access to the compliance of the majority of the people 4. The village government loses some of its administrative access.	1. Request assistance from village government partners such as universities and NGOs in resolving the problems of indigenous peoples with non-indigenous peoples or government over villages **Formulate: S1, S4 – T1** 2. Providing financial management training in collaboration with the Regional Personnel Agency **Formulate: S1, S2 – T2** 3. Good relations by continuing to communicate with the indigenous leaders intensively to mutually benefit the village government with kasepuhan. **Formulate: S3, S5 – T3**	**1.** Help each other in resolving the problems of kasepuhan in terms of conflicts with the government over the village, and kasepuhan to help the village government in providing access to indigenous peoples to implement village programs **Formulate: W4 – T1, T3** **2.** Working Together the Village Government and kasepuhan in the forest care program. **Formulate: W1 – T3, T4** **3.** Kasepuhan oversees the performance of the village government in managing village funds to remain transparent and accountable **Formulate: W2 – T2**

Source: Research Results, 2018

4. Discussion

Previous research carried out [3] focused on the adaptation strategies of local people for sustainable forest resource governance, as seen from aspects of accountability, fairness, participation and transparency. In this resrach shows:

1. From the accountability aspect shows that the implementation of sustainable forest governance planning from the employee rate has score 3.04 with fairly good interpretation criteria, while the non-

customary people have score 3.69 with good interpretation criteria, meanwhile, indigenous people have scores 2.68 with sufficient interpretation criteria.

2. From the aspect of fairness, the presence or absence of a fair conflict resolution Mechanism indicates the employee assesses have score 3.67 with the criteria of interpretation, while the non-indigenous people have scores 3.8 with the criteria of good interpretation, meanwhile, from the indigenous kasepuhan people have score 2.85 with sufficient interpretation criteria

3. From the aspect of participation, the process of stakeholder involvement in the making and implementation of forest governance shows that from the employee rate has score of 4 with good interpretation criteria, while from non-indigenous people have score of 3.6 with good interpretation criteria, meanwhile, from the party of the indigenous peoples have score of 2.88 with sufficient interpretation criteria

4. From the transparency aspect the process of conveying activities carried out by the state to outsiders, it shows that the employee judges has score 3.5 with good interpretation criteria, while from non-indigenous people have score 3.69 with good interpretation criteria, meanwhile, from the side of the indigenous people have score 2.49 with sufficient interpretation criteria.

Furthermore, the researchers focused on situational leadership in forest management through SWOT analysis. The research shows:

1. Based on the analysis that has been done shows that the strengths factors have score 2.13 while the weaknesses factors have score 1.00. This means the traditional head Situational Leadership has higher strength than the weakness factor in implementing forest management programs.

2. The results of the research also showed the opportunity factors have score 2.05 and the threats factors have score 1.05. The results indicate the forest management has significant opportunity compared to the threat that will arise.

3. In determining more specific alternative strategy of the values obtained, it shows from the existing score leads to the choice of growth strategy then determines more specific growth strategy. From this score showed the strengths are greater than opportunities.

4. Conclusion

The results of the research showed the SWOT analysis of Situational Leadership in Formal and Informal Governments had an internal score strengths greater than weaknesses and external score. The opportunities are greater than threats. Furthermore, the comparison of internal and external scores of strengths and opportunities both formal and informal leadership have strength score greater than the opportunity score 2.13> 2.05 for Informal leadership and 1.82> 1.75 for Formal leadership which they are in strong and high position because they are in quadrant I and an alternative strategy with a Growth Strategy

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