

## Dynamics of Leaders in Indonesia's Environmental Sustainability

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### ABSTRACT

<b>Keywords:</b> Dynamics, Environmental; Sustainability.	Leader	Leader dynamics play an important role in promoting environmental sustainability practices within organizations. Effective leaders can inspire and guide communities in preserving their environment. With strong leadership, organizations can move toward sustainability, embrace innovation, and be role models in maintaining a balance between economic growth and environmental preservation. This research analyses the impact of leader dynamics on efforts to preserve a sustainable environment through their role in environment-related decision-making and how leadership styles can affect environmental conservation. This research was conducted using a qualitative approach. Data are obtained from various research results and previous research relevant to the study's content. The results found the importance of leader dynamics in encouraging environmental sustainability practices. Leadership plays an important role in encouraging environmental sustainability practices. Different leadership strategies and interventions towards environmental sustainability practices. Understanding the dynamics of leaders in promoting environmental sustainability is essential to encourage the widespread adoption of sustainable practices in Indonesia.
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### Introduction

With its rich natural resources and diverse ecosystems, Indonesia faces many challenges in achieving environmental sustainability. Various factors, including political instability, historical heritage, globalization, and rapid economic growth, influence these challenges. The New Order era from 1967 to 1998 introduced a centralistic style of government in Indonesia. However, with the transition to a more democratic era and decentralization of power, Indonesia faces a very important transformation process. With the decentralization of power, there has been a significant change in the dynamics of leadership and decision-making processes at the local and regional levels in Indonesia. This presents both opportunities and challenges for environmental sustainability practices in the country.

Decentralization has significantly changed the dynamics of leadership and decision-making processes at the local and regional levels in Indonesia, thus presenting both opportunities and challenges for environmental sustainability practices in the country. The transition to a more democratic era and decentralization of power has affected the environmental sustainability landscape in Indonesia (Holzhacker et al., 2015). This shift has implications for sustainability, including social segregation, inequality, and environmental degradation, thus requiring an increased capacity of suburban local governance and metropolitan governance (Holzhacker, Wittek, & Woltjer, 2015).

Challenges and opportunities for wider adoption of sustainable practices in Indonesia, such as the conversion of food waste to bioenergy and remote microgrids for energy access, have been explored, highlighting supply chain integration, technological feasibility, and persistent behavior around food and energy waste (Suhartini et al., 2022). In addition, competing priorities have been identified as significant challenges in maintaining government commitment to environmental initiatives during the transition to a decentralized system (Mukherjee, Sadhukhan, Sarkar, Roy, & De, 2023).

Decentralization in Indonesia has brought about an important transformation process that has impacted environmental sustainability practices in the country. Given its wealth of natural resources and diverse ecosystems, Indonesia must overcome these challenges and opportunities to achieve environmental sustainability. Decentralization in Indonesia has indeed changed the pattern of leadership and decision-making and presents challenges and opportunities for environmental sustainability. The decentralization of power in Indonesia has significantly changed the landscape of leadership and decision-making, presenting numerous challenges and opportunities for environmental sustainability. Sustainable leadership has been shown to influence sustainable performance, emphasizing the importance of leadership styles in driving sustainable development (Iqbal et al., 2020). In addition, the role of leaders in empowering and supporting employees towards sustainable development is emphasized as essential to creating a sustainable organization (Vujić, Novaković, Maksimović, & Karabašević, 2019).

Diversifying leadership dynamics across different regions in Indonesia has resulted in a more distinct approach to environmental policies and initiatives. This aligns with the findings, emphasizing the importance of green leadership models in natural resource and environmental management and highlighting formal and informal leadership roles in sustainable natural resource and environmental management systems. Diversifying leadership dynamics across different regions in Indonesia has resulted in a more distinct approach to environmental policies and initiatives. This aligns with the findings (Iqbal, Ahmad, & Li, 2021), which emphasize the importance of green leadership models in natural resource and environmental management, highlighting the role of formal and informal leadership in sustainable natural resource and environmental management. System. The study revealed that sustainable leadership practices benefit organizational learning by sharing sustainability-based visions, shaping long-term perspectives, encouraging capacity building, and developing eco-friendly initiatives. This underscores

the importance of leadership in fostering sustainable environmental practices and policies.

In addition, Hart's (1995) research also supports the idea that developing a shared vision of sustainable development requires skilled leadership and empowering social processes that reach deep into management. This highlights the critical role of leadership in fostering a collective vision for sustainable development and environmental stewardship within organizations and across regions. In addition, Maskun et al.'s (2022) research highlights the challenges of fragmented institutions in Indonesia. These are the main obstacles in implementing climate policies due to the asynchronous sectoral policies with existing climate policies in each ministry today. This underscores the need for cohesive and coordinated leadership at multiple levels to overcome barriers and promote effective environmental governance and policy implementation. Furthermore, Schumacher et al.'s (2022) research provides insight into applying leadership legitimacy in the context of limited formal and informal power in hierarchical organizational networks. This highlights the importance of understanding and leveraging formal and informal sources of power in decentralized leadership dynamics, particularly relevant in Indonesia's diverse regional leadership structures.

The synthesis of these studies underscores the importance of formal and informal leadership in driving sustainable environmental policies and initiatives across Indonesia. Effective green leadership models, cohesive vision development, and overcoming barriers from fragmented institutions are essential to advancing sustainable natural resource and environmental management systems.

Indonesia's historical heritage and complex socio-political landscape have created diverse leadership approaches to environmental sustainability. Cultural norms, traditional practices, and local belief systems are important in shaping leaders' attitudes and actions toward environmental conservation. The study by Mcmillen et al. (2020) emphasizes the influence of biocultural management and local ecological knowledge on environmental practices, highlighting the importance of cultural factors in shaping leadership approaches to environmental sustainability (McMillen et al., 2020). In addition, Normalin et al. (2021) delved into formal and informal eco-friendly leadership models, highlighting diverse leadership approaches relevant to environmental sustainability, which are crucial in understanding different leadership landscapes in Indonesia (Normalin et al., 2021). These references underscore the importance of tailoring environmental strategies to specific regional contexts and emphasize the need for coherent and coordinated efforts to ensure an integrated approach to environmental sustainability across countries. Different approaches to environmental policies and initiatives, driven by empowered local leaders, must be complemented by coordinated efforts to address environmental challenges at the national level. By considering the influence of cultural norms, traditional practices, and local belief systems on leadership approaches, a more comprehensive and effective approach to promoting environmental sustainability in Indonesia can be developed.

The intersection between these factors has given rise to many leadership styles and strategies, each impacting environmental sustainability in Indonesia. Understanding and

analyzing these diverse leadership dynamics is critical in comprehensively evaluating the effectiveness of environmental sustainability practices in the country. By conducting a systematic review of the dynamics of leaders in driving environmental sustainability practices in Indonesia, we can gain valuable insights into the strengths and weaknesses of different leadership approaches and identify potential areas for improvement and collaboration. By synthesizing findings from various studies and sources, we can develop a comprehensive understanding of the role of leadership in driving environmental sustainability practices in Indonesia.

Effective leadership involves a clear vision, inspiring transformation, and open communication. Delegating responsibilities wisely and solving problems decisively are important skills. A leader's integrity and ethics are foundational, while adaptability to change and focus on team development drive continued success. Balancing task goals with building relationships is key to productive leadership.

Effective leadership includes a multifaceted approach involving a clear vision, inspiring transformation, open communication, thoughtful delegation, assertive problem-solving, integrity, ethics, adaptability, and team building. (Krellenberg et al., 2019) Emphasizes the need for a clear vision and concrete steps in urban sustainability strategies guided by the Sustainable Development Goals (SDGs) (Krellenberg et al., 2019). Similarly, Helgegren et al. (2019) highlight the importance of a clear and communicated vision in driving change in organizations (Helgegren et al., 2019; Simeonova & Valk, 2016) emphasizes the need for a clear vision and strategy in the integration of environmental policy, particularly in integrating nature conservation and urban planning (Simeonova & Valk, 2016; Lameck, 2022) emphasizes the influence of ethical leadership in the delivery of agricultural consulting services, highlighting the importance of integrity and ethics in leadership (Lameck, 2022). In addition, it emphasizes the importance of legislating with a clear vision of the desired future conditions of ecological processes and biodiversity. It underscores the role of a clear vision in guiding policy priorities to sustain ecological processes (McGregor et al., 2011).

## **Research Methods**

This study used qualitative research with a literature review to deeply understand the complex phenomena and relationships between leader dynamics and the sustainable environment.

This method allows researchers to analyze qualitative data from textual sources such as scientific journals, articles, books, and previous research reports. The research process begins by collecting various literature relevant to the research topic, especially related to the influence of leader dynamics and sustainable environment. These literature sources will be critically analyzed to identify findings and perspectives related to the research. The data from this literature study will be used to build a theoretical framework and conduct an in-depth analysis of leader dynamics and environmental sustainability.

## **Results and Discussion**

### **Leader Dynamics in Environmental Sustainability Practices**

The dynamics of leadership in driving sustainability practices involve several key factors. First, leaders who demonstrate transformational leadership behavior positively affect sustainable company performance. Second, identify that employees' green behavior, influenced by green transformational leadership and green training, significantly impacts sustainable company performance. Third, eco-friendly self-efficacy and their ability to regulate and enforce environmental practices within organizations are key factors in encouraging environmental sustainability practices. Fourth, leaders must be proactive in responding to external environmental pressures and learn from successful environmental practices implemented by competitors. Fifth, leaders who prioritize environmental sustainability also foster a culture of innovation and creativity. This culture of innovation and creativity enables employees to generate eco-friendly ideas, solutions, and initiatives that contribute to environmental sustainability.

The dynamics of leaders in driving sustainability practices include several key factors identified through various studies. First, the transformational leadership behavior shown by leaders has proven to affect the performance of sustainable companies positively, Widisatria & Nawangsari (2021). In addition, the influence of transformational eco leadership and eco training on employee eco behavior significantly impacts sustainable company performance (Novita et al., 2022). In addition, leaders' self-efficacy of eco-friendliness and ability to regulate and enforce environmental practices within organizations have been highlighted as a key factor in encouraging environmental sustainability practices (Uddin et al., 2021). This proactive approach is important to foster a culture of innovation and creativity within the organization, enabling employees to generate environmentally friendly ideas, solutions, and initiatives that contribute to environmental sustainability (Naushad, 2022).

These findings underscore the importance of leadership in driving environmental sustainability practices in Indonesia, spanning various sectors and industries. The literature emphasizes the need for effective leadership to drive initiatives, innovation, and implementation of sustainable strategies, ultimately contributing to environmental conservation and sustainable development.

### **Embracing Innovation and Technology**

Leadership plays an important role in driving environmental sustainability practices in Indonesia, as it influences the capacity building of leaders and staff, encourages organizational learning, fosters a culture of continuous learning, facilitates knowledge exchange and innovation, and supports sustainable practices and policies. Leadership is critical in driving environmental sustainability practices in Indonesia because leadership drives organizational change, aligns strategy with sustainable development goals, and influences policy decisions.

The role of leadership in encouraging environmental sustainability practices in Indonesia has many aspects. Sustainable leadership, as highlighted in the literature, plays an important role in driving environmental innovation, strategy adoption, and intellectual

domain in Small and Medium Enterprises (SMEs) Liao (2022); (Boeske & Murray, 2022). Leadership in organizations is essential in implementing sustainable construction projects and policy formulation to disseminate best practices throughout the organization (Cruickshank, n.d.). In addition, corporate governance significantly impacts sustainability in Indonesia, thus emphasizing the need for optimal law enforcement to impact corporate sustainability positively (Setyahadi & Narsa, 2020). Transformational leadership is also associated with social entrepreneurship and sustainability, which shows the importance of leadership in driving sustainable initiatives (Muralidharan & Pathak, 2018). In addition, industrial sustainability strategies, such as the palm oil industry, require strong leadership and governance to overcome weaknesses and drive sustainability (Wardhani & Rahadian, 2021).

Leadership also plays a major role in natural resource conservation and sustainable development, as evidenced by case studies of local self-government in Eastern Serbia (Marjanović et al., 2019). The leadership style of sustainability professionals in the UK construction industry is a significant success factor in promoting sustainability practices. Leadership in sustainable development requires proactive application of innovation and technology to address environmental and social challenges. Leaders should encourage the adoption of sustainable technologies, green product design, and process innovation to reduce energy consumption, minimize pollution emissions, and encourage sustainable use of resources. In addition, leaders should recognize the importance of incorporating environmental ethics and stakeholder views into eco-friendly innovation strategies. They should also facilitate knowledge exchange and employee collaboration to encourage creative problem-solving and sustainable solution development. In addition, leaders must create an organizational culture that values and rewards continuous innovation and provides employees with the resources and support necessary to engage in environmentally friendly practices. By implementing these practices, leaders can promote environmental sustainability and position their organizations as industry leaders in sustainable development. The success of environmental sustainability practices in Indonesia depends on effective leadership, as leaders are important in guiding organizations in adopting and implementing sustainable strategies and practices.

Leadership in sustainable development requires proactive application of innovation and technology to address environmental and social challenges. Leaders play an important role in encouraging the application of sustainable technologies, eco-friendly product design, and eco-process innovation to reduce energy consumption, minimize pollution emissions, and encourage sustainable resource utilization (Chen et al., 2006). Incorporating environmental ethics and stakeholder views into eco-friendly innovation strategies is also important, highlighting the importance of leaders in aligning innovation with environmental responsibility (Chang, 2011). In addition, leaders should facilitate knowledge-sharing and collaboration among employees to encourage creative problem-solving and sustainable solution development (Ouakouak et al., 2021). They are creating an organizational culture that values and rewards continuous innovation, as well as providing the necessary resources and support for employees to engage in

environmentally friendly practices, which is critical to fostering environmental sustainability (Du & Wang, 2022).

The success of environmental sustainability practices in Indonesia depends on effective leadership, as leaders are important in guiding organizations in adopting and implementing sustainable strategies and practices. Sustainable leadership has been identified as a key factor in driving sustainability, emphasizing the need for leaders to integrate sustainability into their organizational vision and practice (Çuhadar & Rudnák, 2022). In addition, the role of leaders in empowering and supporting employees towards sustainable development is crucial, highlighting the influence of leadership in driving sustainable initiatives (Vujić et al., 2019).

Effective leadership is essential in encouraging environmental sustainability practices in Indonesia. Leaders must champion sustainable technology, green innovation, and knowledge sharing while fostering a culture that values sustainable practices. By doing this, organizations can position themselves as industry leaders in sustainable development, contributing to environmental and social well-being.

### **Leadership in Environmental Conservation**

Leadership in environmental sustainability practices is crucial, as leaders play a key role in guiding organizations in adopting and implementing sustainability strategies. They provide direction and vision, set goals and targets, allocate resources, and influence organizational culture toward sustainability. Leaders should communicate their stance on environmental issues, encourage all departments to implement and improve green policies and practices and prioritise implementing and supporting sustainable practices within the organisation. Leaders should strengthen employees' knowledge and environmental protection awareness through training, seminars, and creating an environmentally friendly work environment. Leaders provide direction and vision, set goals and targets, allocate resources, and influence organizational culture toward sustainability (Ahmed et al., 2021); (Marjanović et al., 2019). Leaders should communicate their stance on environmental issues, encourage all departments to implement and improve green policies and practices and prioritize the implementation and support of sustainable practices within the organization (Gyasi et al., 2023); Ahmed et al., 2021; (Marjanović et al., 2019). Furthermore, leaders should strengthen employees' knowledge and awareness of environmental protection through training, seminars, and creating an environmentally friendly work environment (Boeske & Murray, 2022).

Leadership plays an important role in encouraging environmental sustainability practices in Indonesia. (Iqbal et al., 2021) emphasised the integrated role of sustainable leadership, environmental innovation, and managerial wisdom in the Asian region, including Indonesia. In addition, their 2020 study provides empirical evidence of the influence of sustainable leadership on sustainable performance in specific ASEAN countries, highlighting the effectiveness of various leadership styles and strategies in driving environmental sustainability practices in Indonesia. In addition, (Zainab, Khawaja, & Asghar, 2021) investigated the impact of proactive sustainable strategies and sustainable leadership on corporate sustainability performance, providing insight into the

role of leadership in driving economic, environmental, and social performance, which are important dimensions of corporate sustainability in Indonesia.

These studies collectively highlight the importance of sustainable leadership in driving environmental sustainability practices in Indonesia. By adopting a proactive eco-transformational leadership style and sustainable strategy, leaders positively influence employee engagement in eco-friendly behaviour and ultimately improve sustainable company performance. Empirical evidence from these studies supports the need for effective leader dynamics to encourage environmental sustainability practices in organisations in Indonesia.

### **The Impact of Sustainable Leadership on Environmental Sustainability**

The impact of sustainable leadership on environmental sustainability in Indonesia is an important field of study. Sustainable leadership has positively influenced sustainable performance in ASEAN countries, including Indonesia (Iqbal et al., 2021). Proactive sustainable strategies and leadership positively and significantly impact the company's sustainability performance, including social, environmental, and economic dimensions (Zainab et al., 2021). In addition, the role of leadership in natural resource conservation and sustainable development has been emphasised, which shows the significant impact of leadership in natural resource management (Marjanović et al., 2019). Emerging opportunities in complexity, leadership, and sustainability highlight the changing leadership perspectives needed to address sustainability challenges. The positive impact of transformational leadership behaviour on organisational financial performance has been demonstrated, showing transformational leadership's relevance in achieving financial sustainability (Handayani et al., 2022). These references collectively provide valuable insights into the role of sustainable leadership in driving environmental sustainability practices in Indonesia. They contribute to existing knowledge of environmental sustainability leadership and practices, enhancing our understanding of the relationship between leadership dynamics and environmental sustainability outcomes in the Indonesian context.

The role of sustainable leadership in encouraging environmental sustainability practices in Indonesia is supported by references (Iqbal et al., 2021), providing empirical evidence on the influence of sustainable leadership on sustainable performance in ASEAN countries, including Indonesia. Demonstrate the positive impact of proactive sustainable strategies and sustainable leadership on the company's sustainable performance, covering social, environmental, and economic dimensions and Emphasizing the importance of leadership roles in natural resource conservation and sustainable development, demonstrating the impact of leadership in natural resource management. (Rambe et al., 2024) highlight the shift in leadership perspectives needed to address sustainability challenges, further underscoring the importance of effective leader dynamics in driving environmental sustainability. Furthermore, it shows the positive impact of transformational leadership behaviour on an organisation's financial performance, demonstrating the relevance of transformational leadership in achieving financial sustainability.



Sustainable leadership models in natural resource and environmental management derive from formal and informal leadership. The shift towards biocultural management can positively impact urban environmental management and broader applicability related to the development of sustainability and well-being on a planet experiencing rapid environmental, social, and climate change (McMillen et al., 2020). This research will provide valuable insights for leaders, policymakers, and stakeholders in Indonesia, helping them develop effective leadership strategies to drive environmental sustainability initiatives. In addition, the findings of this study will contribute to existing knowledge of environmental sustainability leadership and practices, thereby enhancing our understanding of the relationship between leadership dynamics and environmental sustainability outcomes in the Indonesian context.

These references collectively provide valuable insights into the role of sustainable leadership in driving environmental sustainability practices in Indonesia and contribute to existing knowledge of environmental sustainability leadership and practices. This enhances our understanding of the relationship between leadership dynamics and environmental sustainability outcomes in the Indonesian context. Sustainable leadership plays an important role in encouraging environmental sustainability practices in Indonesia. Empirical evidence and case studies support the need for effective leader dynamics to drive environmental sustainability initiatives in organisations in Indonesia.

### **Challenge**

To overcome these barriers and encourage environmental sustainability practices in Indonesia, leaders must demonstrate commitment, allocate adequate financial resources, enhance expertise in environmental management, and foster strong partnerships with local communities and other stakeholders. Leaders must prioritise integrating environmental considerations into decision-making processes and ensure sustainable practices are embedded in organisational culture and policies.

To promote environmental sustainability practices in Indonesia, leaders must demonstrate commitment, allocate adequate financial resources, improve expertise in environmental management, and foster strong partnerships with local communities and other stakeholders. It is also important for leaders to prioritise integrating environmental considerations into decision-making processes and ensure that sustainable practices are embedded in organisational culture and policies.

Research on green economy indicators in Indonesia identifies barriers to implementing green growth development, including a lack of appreciation of natural resources and institutional design problems (Anggraeni, Achsanta, & Purnomowati, 2023). This underscores the need for leaders to allocate adequate financial resources and overcome barriers to sustainable development. The role of leadership in driving sustainable performance and setting guidelines for following sustainable principles (Kafetzopoulos & Gotzamani, 2022). This supports the importance of leaders demonstrating commitment and integrating sustainable practices into organisational culture and policies.

The synthesis of sustainability leadership literature emphasises the need to review and clarify leadership constructs, theoretically uncover overlapping concepts, and develop an integrated framework of sustainability leadership practices (Boeske & Murray, 2022). This highlights the importance of leaders having a sustainable orientation from a cultural and professional standpoint, as well as the need to balance the needs of stakeholders. In addition, environmental studies and education for sustainability in Indonesia highlight environmental challenges such as deforestation and related problems (Parker, 2018). This underscores the importance of leaders fostering strong partnerships with local communities and stakeholders to address environmental sustainability challenges.

## **Conclusion**

The importance of leader dynamics in encouraging environmental sustainability practices. Leadership plays an important role in encouraging environmental sustainability practices. Different leadership strategies and interventions towards environmental sustainability practices. Understanding the dynamics of leaders in promoting environmental sustainability is essential to encourage the widespread adoption of sustainable practices in Indonesia.

Future research should continue to investigate the relationship between leadership and environmental sustainability, particularly in the Indonesian context. Empirical studies that explore the effectiveness of various leadership styles and interventions in the Indonesian context are needed. To pursue environmental sustainability in Indonesia, further research must focus on developing effective leadership. The importance of understanding the role of leaders at various levels, including individuals, organisations, and communities, is also emphasised. Leaders play a crucial role in encouraging environmental sustainability practices in Indonesia.

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