Leadership in Sustainable Green City Development in Makassar City

Hamka[1], Eddy Kusponco[2], Bambang Suhartono[3,*], Azra Mahira[4]

{laiccahamka@gmail.com[1], eddykusponcowibowo@stialan.ac.id[2], *bambangsuhartono@stialan.ac.id[3]; azramahira99@gmail.com[4]}

Politeknik STIA LAN Jakarta, Jakarta, Indonesia

Abstract. The role and style of this leader is very important and needed to overcome various problems that arise in the development of sustainable green cities, and reduce the possibility of other problems occurring before they grow bigger. Problem solving becomes very important for leaders to create new skill-based knowledge. The aim of this research is to examine and identify the main aspects of regional head leadership in supporting the development of Makassar as a sustainable green city and to determine the forms and models of strategies used to overcome leadership problems for the success of sustainable green city development. This research method uses a qualitative approach where data collection is carried out through focus group discussions, in-depth interviews, observation, and documentation of relevant secondary data. The findings from this research state that leadership roles and styles have led to the achievement of the vision and mission of the city of Makassar. However, the focus of physical and economic development have affected environmental quality and has an impact on the occurrence of floods every year. For this reason, the policy of expanding green open space in Makassar City is necessary in overcoming environmental problems and flooding. This research also has implications for further research regarding how to prepare the apparatus to implement dream policies effectively.

Keywords: green city; leadership; sustainable development

1 Introduction

Cities around the world are constantly faced with rapid technological change, urbanization, environmentalchallenges, resource scarcity, and rising and changing citizen expectations [1]. As a better solution to these challenges and remain attractive to their stakeholders, cities are developing reliable and sustainable solutions [2], [3]. In each country individuals act, collaborate,and innovate to achieve global goals. They have taken responsibility for shaping a sustainable future. Everytime new ideas, innovations and solutions emerge.

Development goals have experienced a paradigm shift. At the beginning of the emergence of development economic theory, indicators of development were seen from output through Gross Domestic Product, shifting to the Human Development Index, overcoming poverty to sustainable

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development [4]. However, in reality the dynamics of the development of cities in Indonesia are based more on the exploitation of resources for economic purposes, for example there is a lack of attention to balance in development which is only economically oriented without considering environmental quality.

Meanwhile, the Indonesian Government, through the Coordinating Ministry for Economic Affairs, stated that the Government continues to be committed to implementing sustainable development in accordance with the 2020 - 2024 RPJMN regulations, where sustainable development has been designated as one of the aspects aimed at providing access to fair and inclusive development, as well as protecting the environment. Thus, sustainable development is expected to improve the quality of life from one generationto the next.

Learning from the pandemic that attacked the world, including Indonesia, that "The pandemic is a momentum for all of us to evaluate environmental, social and governance aspects in all economic activities. The pandemic that occurred at that time should not reduce our enthusiasm for realizing the Sustainable Development Goals (SDGs) targets. Therefore, new ways are needed to make a leap in achieving the SDGs targets simultaneously (Airlangga Hartarto).

Furthermore, the Government has also made various efforts to encourage sustainable development, one of which is through the Job Creation Law (UU). The Job Creation Law has refined more than 80 laws, intended to encourage ease of doing business while still prioritizing aspects of sustainability or environmental sustainability. Specifically for the environment and forestry, there are 3 laws that have been improved, namely Law no. 32 of 2009 concerning Environmental Protection and Management, Law no. 41 of 1999 concerning Forestry, and Law no. 18 of 2013 concerning Prevention and Eradication of Forest Damage.

The Ministry of National Development Planning stated that the Sustainable Development Goals (SDGs) are Sustainable Development Goals (SDGs). The TPB/SDGs aim to maintain a sustainable increase in the economic welfare of the community, maintain the sustainability of the social life of the community, maintain the quality of the environment as well as inclusive development and implement governance that is able to maintain the improvement in the quality of life from one generation to the next. However, it is said that this goal has not been fully achieved, and there are still several MDG agendas that have not been achieved and will be continued in the implementation of the SDGs until 2030.

Makassar City, which is one of the largest cities in Eastern Indonesia, located in South Sulawesi Province, is determined to make Makassar a world city in order to improve the welfare of more than 1.5 million people. For this reason, various developments have been planned and carried out, including infrastructure development, health, education and improving services to the community. Makassar, which is predicted to become a world city by the Mayor of Makassar 'Danny Pomanto', certainly needs consistent support for policy and implementation of regional government in Makassar City, supported by superior policies and human resources so that it is not only economic development but needs to be comprehensive in all supporting aspects such as, health, environment and community welfare.

However, currently the availability of green open space (RTH) is still a problem that needs to be resolved immediately. For example, the growth of green open space (RTH) in Makassar City is still very slow compared to the current growth projection, which is still below 1% per year. For example, in 2020, the total area of green open space owned by the City Government is calculated at only 7.48% or only 14 km². which is spread over a total area of Makassar of 199.3 square km.

According to this regulation, the requirement is to provide at least 30% or 20% for the public and 10% for the private sector, but in reality this is not available, not even 200 hectares.

On the other hand, Makassar, as a city that is developing smart city implementation, Lorong Wisata, Sombere', Makassar towards a Metaverse City is not yet supported by quality policies. The quality of government policy is determined by the policy making process, from setting the policy agenda, policy formulation, policy implementation, to policy evaluation. Furthermore, based on the Policy Quality Index assessment carried out by the State Administration Institute in 2021, Makassar City only got a score of

27.83 (low score), lower than Pangkal Pinang City with a score of 29.35 (low score) and far below Gorontalo City with a score 50.44 (fair value).

In managing Makassar to become a smart city - especially those related to smart environment, smart people, smart economy, smart living and smart governance - various issues arise that need to be identified, understood and monitored with support and efficient and effective use of resources for the success of services. to society. These dimensions are interrelated in the implementation of smart cities and in their implementation, some of these programs have been officially implemented by the Makassar City government [5].

The Mayor's big vision does not seem to be fully supported by planning and policies that touch all levels of society and is not supported by the existing policy technocracy process even though the Mayor of Makassar is very involved in policy formulation, implementation and evaluation in Makassar City government programs. For example, the establishment of 5,000 tourist alleys as one of the eight strategic programs of Makassar City is in accordance with the Mission of Restoring inclusive urban space towards a world-class comfortable city that is "smbere & smart" city for all. Based on this phenomenon, it is interesting for us to carry out further research on how the technocracy process, policy determination process, leadership regeneration process and political communication between the mayor and all his staff, such as departments/bureaus/agencies, implement sustainable green city development policies, including those who will be affected. Mayor's policy.

To examine this problem, this study asked three research questions, namely: 1) How is sustainable green city development in Makassar City?; 2) What is the leadership of regional heads and their staff in realizing a sustainable green city; and 3) What are the strategies for overcoming leadership problems for the success of sustainable green city development? The academic benefit of this research is that it provides theoretical contributions to the concept of leadership, planning and implementation of sustainable green city development policies, strategies and policies for realizing sustainable cities. Meanwhile, the practical implications of this research are to provide understanding and provide information to the government, private sector, community and other stakeholders about the importance of the role of leaders in establishing policies and strategic steps to overcome and find innovative solutions to natural problems to build healthy cities, comfortable and free from natural disasters and pollution. This research also has implications for further research.

2 Literature Review

2.1 Leadership

While leadership studies emerged in the 1960s, leadership studies in the public sector did not receive much attention from many scholars until the 1990s, when Larry Terry published Leadership of Public Bureaucracies: The Administrator as Conservator in 1995 [6]. Thus, public sector leadership emerges as a distinctive and autonomous domain in public administration/public management studies, although the debate is still underdeveloped compared to business administration studies [7].

The role of leaders is needed to prevent problems, reduce the possibility of problems occurring before they become bigger and resolve problems, through defining problems, developing alternative solutions, evaluating alternative solution options according to standards and targets, making decisions by consensus, and implementing solutions that have been selected for solve existing problems (Proxsis HR, 2020).

As the main leader in the region, the success of the regional head cannot be separated from his leadership style. Leaders are the driving force for the progress of every organization. In every organization, leaders always emerge who have innovative work. The role of innovative leaders is to be a source of inspiration and motivator for all parts of the organization. Innovative leaders also have a long-term vision for their organization to remain competitive. Innovative leaders are able to seize opportunities and dare to change the way the organization overcomes various obstacles to achieve progress. Apart from that, leaders also become role models and encourage their subordinates, providing resource support for employees to achieve high performance.

Innovative regional heads can emerge due to transformational, transactional and phronetic leadership factors. An innovative leader is also driven by the background of the leader concerned. Because of experience, a leader has knowledge that encourages him to become an innovative figure in the organization. An innovative leader not only gives birth to ideas that encourage renewal, but is able to become a motivator and inspiration for the organization. The innovation process starts with an idea or finding, then selects the idea, continues with the implementation of the idea and ends with the dissemination of the idea [8].

Innovative leadership seems to be in accordance with the phronesis leadership theory. The concept of phronesis leadership is rooted in the theory of knowledge creation [9], by balancing knowledge based on subjective judgments (tacit) and knowledge that can be concluded rationally clearly (explicit). Tacit is obtained based on experience by secretly observing a phenomenon, while explicit is objective knowledge that can be expressed in words, sentences or numbers.

Aristotle also identified episteme, or universally valid scientific knowledge, and techne, or skill-based technical knowledge. If episteme is know-why and techne is know-how, phronesis is know-what-should- be-done. Furthermore, conversion between two types of knowledge – tacit and explicit – facilitates the creation of new knowledge, demonstrated through the SECI model. Building on the SECI model, [10] developed an updated version of the six capabilities that leadership phronesis requires: (1) challenging good goals; (2) observing reality; (3) making Ba; (4) articulating a narrative; (5) aiming maneuver; and (6) developing phronesis. Leadership skills are truly important in improving public sector capacity performance [11], and it is very possible that the optimal leadership style is an integrated leadership style that behaves transformationally, and

moderately improves transactional relationships with followers, and maintains integrity and ethics [7].

2.2 Sustainable Green City

The concept of sustainable city development is directed at building a green city (green city, eco city) as a comfortable and environmentally friendly city ecosystem; safe and able to satisfy the aspirations of various levels of society; as well as supporting productive, effective and efficient community activities in meeting their living needs and improving their welfare, so that city residents can live in good quality of life conditions in good quality urban environmental conditions [12].

Conceptually, sustainable city development requires various efforts to: (1) Preserve the environmental carrying capacity of the city ecosystem which can sustainably support various activities to change the planned city ecosystem, and (2) Shift environmental harmony and balance as well as environmental resilience to environmental conditions. which is conducive to supporting the desired urban ecosystem (green city). The concept of sustainable urban development also basically requires the integration of three development pillars, namely: (1) an ecological pillar that ensures that the city ecosystem can carry out its essential ecological processes (optimizing the flow of energy and material cycles, ameliorating the climate, controlling environmental pollution, providing a conducive habitat for various types of flora and fauna that are suitable for the city environment, germ plasma, flood-free, beautiful, etc.), (2) economic pillars that facilitate residents to live productive, effective and efficient lives in meeting their needs and improving their welfare, and (3) socio-cultural pillars that facilitate satisfaction and freedom of expression in a just and responsible manner from various levels of dignified society, forming a society that loves the environment/love of the city and mediates the comfort/safety of social life, with a good management system. Optimal management of the three pillars of city development is what will create the desired green city that can carry out its functions and roles optimally in a sustainable manner.

Institutional factors and technological innovation are very important to ensure the sustainability of the functions and benefits of the green city ecosystem. In this case, sustainable city development aims to: (1) Security/safety: people can carry out their activities without fear of disturbances, both man-made and natural disturbances. (2) Comfortability: providing opportunities for every element of society to articulate socio-cultural values in a peaceful state. (3) Productivity: providing effective and efficient infrastructure for production and distribution processes in order to increase added value. (4) Sustainability: providing better environmental quality not only for the current generation but also for future generations [12].

In line with the concept of a green city, Kamal-Chaouiand Robert (2009) suggests that there are six things that must be considered and managed by city governments in realizing a green city, namely: (1) metabolism of the urban environment, (2) waste management, (3) management of water, (4) air quality, (5) pollution, and (6) energy, climate change and urban environmental safety. According to Sumner (2011) there are 8 sustainable city indicators determined by the Asian Green City Index, namely: (1) energy and CO2, (2) land and building use, (3) transportation, (4)

waste, (5) water, (6) sanitation, (7) air quality, and (8) environmental governance.

In more detail, sustainable cities have several indicators and are summarized in 10 main issues, namely: (1) Residents' access to green open space, (2) Healthy environment as measured by air quality, (3) Efficient use of resources (energy , water, waste and waste) or green energy, green waste and green water. (4) Quality of the built environment or green building. (5) Accessibility (public transportation, bicycle lanes, pedestrians) or green transportation. (6) Green economy or green economy. (7) Model of community participation in sustainable city development or green community. (8) Social justice, namely social justice related to poverty rates, (9) Social welfare related to living comfort, (10) Various community activities in the social and cultural fields.

World Wide Fund for Nature & Price water house Coopers (2011) stated that sustainable development (green growth-based development) is implemented based on five pillars, namely economic growth, improvement of social conditions, conservation of biodiversity and environmental services, ability to adapt to global climate change, and reduction of greenhouse gas emissions. The most basic element of a green city ecosystem is vegetation, especially trees, as the only ones that can capture sunlight energy and absorb CO2 from the atmosphere, water taken by roots from the soil where they grow. Vegetation forms carbohydrates (chemical energy) as a source of energy and oxygen which is very important to drive energy flows between other living creatures (herbivores, carnivores, decomposers) and material cycles, especially nutrient cycles, which are essential ecological processes to support the life of living creatures (humans). as well as various types of flora and fauna) on this planet earth, especially in urban areas. Another advantage of vegetation is that it fertilizes the soil, ameliorates the climate which results in lower surrounding air temperatures with relatively higher air humidity levels, giving rise to a comfortable and fresh feeling around the tree canopies [13]. In urban spatial planning, vegetation occupies elements of Green Open Space (RTH), both natural and built RTH. RTH is usually built on public land (state land) or non-public land (land encumbered with rights/owned land) in protected areas and/or cultivation areas whose development is functionally adapted to the physical conditions of the environment, aesthetic and architectural values of the city, direction/development and development goals of the city as well as the aspirations of city residents. A city green open space supports direct and indirect benefits in the form of security, comfort, welfare of its residents and the beauty of the urban area [13]. A city open space is directed towards ecological functions as the main function and aesthetic/architectural, social and economic functions as supporting functions to optimize the function of a green city.

2.3 Leadership and Sustainable Green City Development

Effective leadership is the main key to the success of any organization. Indeed, there has been a shift towards recognizing the importance of human resources and organizational management. There are many problems faced by regional leaders in making sustainable green city policies. Of course, several leadership style concepts each have their own strengths and weaknesses. An authoritarian leadership style does not mean there are no problems, the same goes for a democratic leadership style and other leadership styles. How to overcome problems related to existing leadership styles, really depends on the role and style of leadership in formulating green city

policies, their use and supervision, as well as resource support and participation from all related parties.

The right leadership role and style is needed to prevent problems in the development of sustainable green cities, reduce the possibility of problems occurring before they become bigger and solve the problem. It is very important for leaders to create new skill-based knowledge using the SECI model which consists of four dimensions, namely socialization, externalization, combination, and internalization [14]. The SECI model develops six abilities that phronesis leadership must carry out, namely challenging good goals, observing reality, creating Ba, articulating a narrative, maneuvering goals and developing phronesis.

The first is the ability to set good goals and assess the degree of their goodness. This process requires tacit and explicit knowledge. The second ability is to perceive reality as it is, and allows one to recognize constantly changing situations correctly and quickly, and to sense what lies behind phenomena to imagine the future (understanding the essence). The third ability is creating "Ba", which is the Japanese word for place, space, or plane. Ba is defined as a shared context. A leader with practical wisdom exercises this ability to find, gather, and place the right personnel in a timely manner, and then works to create Ba with empathy and resonance

The fourth ability is the ability to articulate the essence behind phenomena and contexts into narratives (communication skills). This is the ability to capture essence, conceptualize, and create narratives by connecting micro concepts with macro contexts as a compelling vision and narrative for the future. The fifth ability is to use political power to achieve the dream story. It is the ability to unite people, spur them to action, to combine and synthesize everyone's knowledge and efforts, and to pursue goals by selecting and utilizing the appropriate forces and rhetoric for each situation with shrewdness and determination. The sixth ability is being able to encourage phronesis in other people (distributed) to build a strong organization that responds flexibly and creatively to any situation for its own good.

The implementation of development in various sectors is directed at improving the welfare of society, both for the current generation and while still paying attention to the needs of future generations. The goals of sustainable development emphasize the continuous improvement of the economic welfare of the community, maintaining sustainability in the social life of the community, maintaining the quality of the environment as well as inclusive development and the implementation of governance that is able to maintain the improvement in the quality of life from one generation to the next. To ensure the sustainability of the functions and benefits of the green city ecosystem, policy and institutional factors with resource support are very important. In this case, sustainable city development aims at security/safety, comfortability, productivity and sustainability.

Leaders are generally visionaries and strategists who also need management abilities to monitor and control performance, maintain order and stability in an organization [15]. According to Haeruman (1995), the hope for the future to obtain a better quality urban environment will be depends on four things, namely: (i) Accuracy of space allocation for each development activity, (ii) Availability and capacity of environmental management institutions and processes, (iii) Control of development activities that lead to efficiency, (iv) Level of community participation and discipline urban society.

The development of a green city is very closely related to the management of a city's green open space (RTH), because in the city's green open space there is vegetation which is also a

habitat for various types of fauna which interact with each other and with the physical environment to form a complete community of life. To protect biodiversity in urban areas, apart from city green open space, conservation measures also need to be given to blue open space (RTB) as a habitat for various types of aquatic flora and fauna as well as the intrinsic environmental services of the RTB ecosystem.

Based on its function, in general the benefits of a city green open space consist of: (i) Direct benefits (in the sense of immediate and tangible) such as getting materials to sell (wood, leaves, flowers), physical comfort (shade, freshness), desires, etc., (ii) Indirect benefits (long term and intangible) such as water system protection and biodiversity conservation [13]. Apart from that, maintenance of the existence of biodiversity can be carried out, either in the form of cultivation measures to accelerate the rate of growth, development and regeneration of biodiversity or in the form of protection from pests and diseases, fires, theft of flora and fauna, and damage to other city ecosystems.

Conservation of biodiversity requires adequate governance (institutions: human resources, legal regulations, organizational structure, work mechanisms) to protect, preserve and utilize environmental products and/or services provided by ecosystems containing various types of flora and fauna. living fauna. In this monitoring spectrum, monitoring and evaluation activities by managers on the performance of city ecosystems need to be carried out consistently and regularly, the results of which are used to carry out appropriate management actions to increase productivity, stability and balance in the ecosystem. In this case, the government should be able to empower the community to play an active role in managing biodiversity conservation.

To overcome leadership obstacles in the development of a sustainable green city in Makassar City, strategies and leadership styles are needed that are appropriate to environmental, social and economic conditions in the region. An innovative and inclusive leadership style is considered relevant to overcome leadership issues in green city development by government officials and other related parties. Innovative leadership styles are also found in transactional, transformational leadership, and the spiritual values of leaders, and phronesis such as encouraging renewal; accelerate cultural change within the organization; motivate employees; take risks; include others; display, promote, mediate spiritual values and inclusive behavior; and creating skills-based knowledge for leaders.

The application of an innovative leadership style in overcoming leadership problems starts from planning, such as getting the right ideas in identifying problems and challenges in green city development, selecting ideas for developing a healthy green city development program, then continuing with implementing and monitoring the program according to plan and disseminating new leadership knowledge. in realizing a sustainable green city program.

Apart from leadership, what is also important is how the sustainable development process can be implemented by regional heads. Therefore, Keiner's statement [16] is interesting to look at in more depth, because he has introduced 4 (four) dimensions of sustainable development, namely the economic dimension (man-made capital), the environmental dimension (natural capital), the social (human capital), and institutional dimensions (social capital). From the system and dimensions above, it has been stated that development carried out by a nation can be ensured that there will be a relationship between development and economic development while not reducing the quality of the environment and social equality in society. Maximizing development will also have an impact on maximizing the economy while still maintaining environmental quality and

paying attention to future generations.

The four dimensions above must continue to be maintained so that the development carried out by the government maintains balance between economy and welfare, while maintaining the sustainability of environmental quality, and remains a social dimension where humans are social creatures who will live in a population system. which is balanced. In this way, the goal of sustainable development remains on track which still pays attention to equality between high economic growth and the development of just and equitable social welfare.

Regarding sustainable city development, Suaedi [17] said that building a sustainable city can be done as long as there is a strong desire to realize the human character of the builder and have a lifestyle that ensures the preservation of resources. Furthermore, in order for life to survive and be sustainable, spatial planning is needed so that life becomes more beautiful and more harmonious. In his writing, Suaedi took the example of the city of Palopo in Makassar. Furthermore, Suaedi said that the success of sustainable city development must position the city as a global-local city because glocal demands indicate that the higher the competitiveness of a region's human resources, the more empowered they will be in utilizing technology and managing resources independently or to meet regional human resource needs with the state other [17].

The results of research on sustainable city performance in China using the Urban Sustainability Index (USI) with the variables basic needs, resource efficiency, environmental cleanliness, physical environment and environmental sustainability commitment show that the determinant of sustainable city performance is environmental sustainability commitment [18]. Commitment does not only come from managers or leaders, the city governance process but comes from the entire community, including the private sector. In line with research on sustainable urban development [19], the sustainable urban development index (SUD index) is measured using a composite index. The main indicators are city leadership, city governance, urbanization and population, housing and settlements. These main indicators together with supporting indicators form a sustainable city index.

2.4 Theoretical Framework

There are many problems faced by regional leaders in making sustainable green city policies. Several leadership style concepts certainly have their respective strengths and weaknesses. An authoritarian leadership style doesn't mean you don't encounter problems, the same goes for democratic, transactional, spiritual, phronesis and other innovative leadership styles. How to overcome problems related to existing leadership styles, really depends on the role and style of leadership in managing green city policies, including their use and supervision, as well as resource support and participation from all related parties.

The right leadership role and style is needed to prevent problems in the development of sustainable green cities, reduce the possibility of problems occurring before they become bigger and resolve the problem. It is very important for leaders to create new skill-based knowledge which consists of four dimensions, namely socialization, externalization, combination. , and internalization. Developing leadership abilities, namely challenging good goals, observing reality, placing appropriate personnel, articulating narratives, maneuvering goals and developing

phronesis.

The implementation of development in various sectors is directed at improving the welfare of society, both for the current generation and while still paying attention to the needs of future generations. The goals of sustainable development emphasize the continuous improvement of the economic welfare of the community, maintaining sustainability in the social life of the community, maintaining the quality of the environment as well as inclusive development and implementing governance that is able to maintain the improvement in the quality of life from one generation to the next. To ensure the sustainability of the functions and benefits of the green city ecosystem, policy and institutional factors with resource support are very important. In this case, sustainable city development aims at security/safety, comfortability, productivity and sustainability.

To overcome leadership obstacles in the development of a sustainable green city in Makassar City, strategies and leadership styles are needed that are appropriate to environmental, social and economic conditions in the region. An innovative and inclusive leadership style is considered relevant to overcome leadership issues in green city development by government officials and other related parties. Innovative leadership styles are also found in transactional, transformational leadership, and spiritual values of leaders, and phronesis such as encouraging renewal, accelerating cultural change in organizations, motivating employees, taking risks, involving others, displaying, promoting, mediating spiritual values and inclusive behavior, and creating skills-based knowledge for leaders.

The application of an innovative leadership style in overcoming leadership problems starts from planning, such as getting the right ideas in identifying problems and challenges in green city development, selecting ideas for developing a healthy green city development program, then continuing with implementing and monitoring the program according to plan and disseminating new leadership knowledge. in realizing a sustainable green city program.

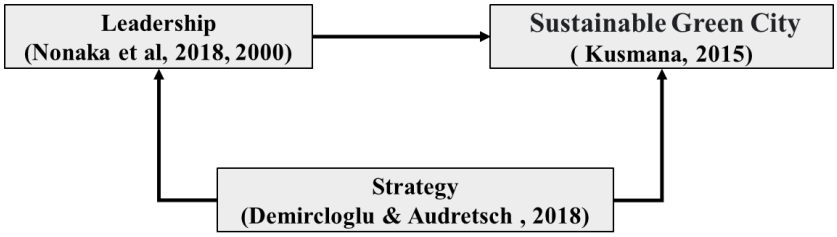

Fig. 1. Thinking Model

3 Methods

This research will use a qualitative approach by describing in depth the role and style of leadership in realizing Makassar City as a sustainable green city. This research approach aims to understand a phenomenon in natural social contact by prioritizing a process of in-depth communication interaction between the researcher and the phenomenon to be discussed.

The data collection method was carried out through in-depth and structured interviews,

observation and documentation of secondary data relevant to the research object. The key informants in this research were 7 people consisting of relevant officials, non-governmental organizations, the private sector and the community.

The data that has been collected is then reduced, grouped according to research aspects, analyzed using triangulation techniques. Data triangulation is carried out by confirming information/data obtained from various sources. From the results of data analysis, conclusions are then drawn and verified with existing concepts.

4 Results and Discussion

4.1 Sustainable Green City Development

The vision of Makassar City as maritime, commerce, education, culture and services that is globally oriented, environmentally friendly and the most friendly, has become a reference for regional leaders and all their staff in carrying out government, development and service tasks to the community. To realize this vision, the city of Makassar has 3 (three) missions, namely: (1) Revolution in human resources and acceleration of bureaucratic reform towards a superior apparatus with world-class public services free from indications of corruption; (2) Health, economic, social and cultural reconstruction towards a prosperous society with strong economic immunity and urban health for all; and (3) Inclusive urban space restoration towards a world-class nayan city that is sombere' and a smart city for all.

Based on the vision and mission above, the Makassar expansion and development plan includes a comprehensive land use plan, long-term development plan and medium-term strategy as well as a smart city [20]. The Makassar City smart city program started in 2015. The interesting thing about the vision of the city of Makassar is the words Sombere' and Smart City as an embodiment of the noble cultural values of the Bugis and Makassar ethnic cultures and other ethnicities which are friendly, polite, friendly and supported by the use of information technology. and communication in services, community empowerment and development. Sombere' is related to Heartware or "Heart Devices", while Smart City is related to Hardware and Software or "Hardware" and "Software" which will make Makassar a smart city based on technology and with local cultural characteristics. Regarding the spatial planning of Makassar City, it has been determined that in accordance with Regional Regulation Number 4 of 2015 concerning RTRW, Makassar City is divided into 2 (two) city regional spatial structures, 2 (two) regional spatial patterns, and 3 (three) strategic areas.

In the Makassar City RPJMD for 2021-2026, it can be seen that planning Makassar as a smart city is a mission that includes eight Makassar strategic programs, namely: (1) Total arrangement of the waste system; (2) Total improvement of the flood management and congestion management system; (3) Development of infrastructure and waterfront city areas based on environmental mitigation and adaptation; (4) Increasing the smart pedestrian network and city green corridors; (5) Improvement of garden alleys and establishment of 5000 tourist alleys; (6) Accelerate development of inclusive Sombere' and smart systems and infrastructure; (7) Accelerating Makassar to become a liveable and resilient city; and (9) Construction of the Sombere' building and smart City Hall offices and DPRD offices.

Regarding flooding, for example, WALHI sees several causes of flooding, such as the threat of climate change/high rainfall, reclamation, rubbish and sedimentation, poor drainage systems, lack of green open space. Furthermore, according to the Indonesian Marine Conservation Foundation, the flooding that occurred was also due to extreme weather in Makassar which was one of the causes of flooding because it combined with strong winds, rain, high tides, poor drainage and canals full of rubbish. However, it is not only extreme weather but also the impact of reclamation, where it is stated that, since there was reclamation on Losari beach and its surroundings, water circulation is not good, the water has become smelly. Circulation is closed and cannot go out because it is blocked by rubbish, causing an unpleasant odor.

Green open space (RTH) in Makassar City is very minimal, namely around 7.9 percent of the land area of approximately 175.77 km2. The lack of green open space in Makasar City is one of the causes of seasonal flooding. Green open space in Makassar is only in the Taman Macan area, Unhas Campus, South Sulawesi Governor's Office, and Hertasning Reservoir. As for coastal areas, there are only mangroves in Lantebung, Biringkanayya District. Thus, the soil's ability to absorb water is very low, while the Nipah-Nipah Reservoir, which was said to be a solution when it rains in the Antang and Manggala areas, has not materialized. Not to mention, the problem of flooding in Makassar City when the intensity of rain is high and lasts for several days, is also triggered by water sent from neighboring areas such as Gowa and Maros Regencies.

Still related to flooding, Makassar City BPBD said that currently it does not have specific regional regulations governing disaster management, because this is very important. For this reason, outreach/discussion is needed with relevant stakeholders/OPD. BPBD is collaborating with the central BMKG to research the strength of the soil in Makassar in building construction (IMB) so that later it will determine how many floors the maximum building structure in the city of Makassar has. Things like this are needed for IMB regulations, especially building construction. Moreover, the Mayor of Makassar said that the whole world understands that the world is in an emergency with climate change. In principle, we found four things related to this vulnerability and it should be possible to see whether Makassar is experiencing vulnerability or not.

Apart from that, he said that the rainfall in the previous month which reached 200 to 250 mm was very extreme rainfall. If you reflect on last January-February where flooding occurred at several points, this requires reflection for the OPD. However, geographically Makassar really benefits because the elevation of Makassar is quite good and the flow of water to the sea is quite easy. For example, the elevation in the north is 5 meters, in the city to the coast it is up to 2 meters. The series of disaster and environmental events not only originate from the current mayor's period, but there are continuations from before. There were two, three, four previous mayors who also built green open spaces but they were still very small so the land was no longer able to absorb water quickly. The green open space area in Makassar will only increase by 1 percent to 10.99 percent in 2023, through the purchase of an area by the city government on Jalan Jenderal Sudirman. The target to achieve 30% green open space in the future will involve the private sector, so that in the future there will also be green open space contributions from private parties.

In the coastal area, there are two quite large reclamation areas, namely around Losari Beach with an area of around 157 hectares. This area is a business and commercial center as well as green open space. Another reclamation area is in Makassar New Port with an area of more than 50 hectares. Reclamation in these two areas has received protests from non-governmental organizations and coastal residents of Takalar Regency, neighboring Makassar, and islands in the

Makassar Strait whose sand is taken for reclamation purposes. Reclamation should not be the only solution. If reclamation is a limited area and its designation, for example, for planting mangroves or simply to prevent tidal floods, perhaps it can still be discussed. However, if the reclamation is on a large scale and for commercial use, of course we will be at odds with a policy like this. The city government has plans for a reclamation area of 5,000 hectares, provided that the reclamation is mitigation-based.

All development carried out is based on policies that are pro-people and pro-development of the city of Makassar as a sustainable green city and supported by a bureaucracy that is able to embody the Mayor's vision and mission. Green city development policies include:

a. Green planning and designing. In building a green and healthy city, it refers to 3 visions, one of which is the restoration of inclusive urban space. Currently, the RTRW has been revised based on Regional Regulation No. 4 of 2015
b. On green open space elements: previously 7.8%, now 8.3%. Currently creating a RTH master plan in collaboration with DLH. According to the Mayor, we don't need to calculate according to the rules where it has to be 20% RTH, but we have to look at the quality of the RTH produced (o2 producers). We have correctly judged the 20% RTH.
c. On green waste management: already taking part. Waste management has been carried out into electrical energy in accordance with Presidential Decree 35 of 2018.
d. Green transportation: has innovated a car that is fueled by electricity and there are special green transportation routes
e. PDAM structure: for clean water it does not only manage clean water, dirty water (waste) is also managed
f. Electrical energy: saving energy by maximizing private space
g. Green building: building a building design structure that can be used by investors/third parties who will plan development
h. Green community: there are 5,000 alleys with volunteers (alley council) and RTRW participation

The eight elements above can at least answer the problems still being faced in green city development, such as the low level of concern for the community which can be overcome by involving the community in building tourist alleys in various villages/subdistricts and involving local community leaders to share in the feeling that city development will also have an impact on them, and they are expected to be able to gain benefits from their area becoming a tourist destination and being able to market their local products.

In disaster management, the new paradigm is to strengthen disaster mitigation/prevention. The efforts being made by BPBD Makassar City at this time can be seen from the communication structure which is prioritized, for example by identifying areas that have the potential for disasters (especially floods), besides that, the Makassar City Government also needs to carry out mitigation with several steps as follows:

a. Bringing services closer to the community by forming caresters (care, rescue, and emergency centers) while there are 3 places, namely in Ujung Tanah, Tamalanrea, and Manggala sub-districts. To expand anticipating disasters, create (island carers) which contain OPDs containing anticipatory disaster emergencies whose managers are BPBD and Fire Department, ideally there are social and health services.
b. Social mitigation, in the context of the tourist alley by forming a Balasar with community

representatives, if a disaster occurs, they know what to do. By recruiting 500 people to be trained in handling disaster mitigation, and providing socialization to the community regarding disaster mitigation, and making the Lorong Council into community leaders who are used for disaster management.

c. Efforts to overcome flooding: efforts to build reservoirs (in Maros, Gowa), create a warning system where, when all sources of information come in, plan the water level (to prepare before a disaster strikes).
d. Regarding disaster management regulations, it is still being discussed by discussing with the DPRD regarding making regional regulations to develop related to disaster management (what is the perspective of the city of Makassar in disaster management efforts), additional budget is needed in order to protect the coast due to abrasion.
e. Increasing response times from BPBD/damkar officials to 15 minutes to 1 hour to reach the location, community representatives are needed as the first step in overcoming disaster efforts. BPBD's response time has a positive response from the public because of the fast response given. With the community's expectations regarding evacuation handling, there are those who feel that it is too late to evacuate because there is still a lack of fleet, apart from that regarding public kitchens.

4.2 Leadership and Sustainable Green City Development

Various programs initiated by the Mayor of Makassar, Mohammad Ramdhan Pomanto, aim to progress and make Makassar a world city, as desired. These programs include Lorong Wisata, Sombere', Makassar Towards a Metaverse City, and many other innovations from the Mayor of Makassar. In the Makassar City RPJMD for 2021-2026, it can be seen that planning Makassar as a smart city is a mission that includes eight Makassar strategic programs, namely: (1) Total arrangement of the waste system; (2) Total improvement of the flood management and congestion management system; (3) Development of infrastructure and waterfront city areas based on environmental mitigation and adaptation; (4) Increasing the smart pedestrian network and city green corridors; (5) Improvement of garden alleys and establishment of 5000 tourist alleys; (6) Accelerate development of inclusive Sombere' and smart systems and infrastructure; (7) Accelerating Makassar to become a liveable and resilient city; and (9) Construction of the Sombere' building and smart City Hall offices and DPRD offices.

Based on information from the Makassar City Spatial Planning Service, there are 8 (eight) elements of green city development which form the basis, namely Green City Planning and Designation, Green open pour elements, Green Waste Management, Green Transportation, PDAM Management, Electrical Energy, Green Buildings and Green Communities. The eight elements can be described as follows:

a. Green City Planning and Designation. In building a green and healthy city, it refers to the 3 visions of the city of Makassar, one of which is the restoration of inclusive urban space. Currently, the City Government is revising the RTRW based on Regional Regulation No. 4 of 2015;
b. Green Open Space Elements. The implementation of green open space, which was

originally only 7.8%, has now increased to 8.3%, although this is not yet in accordance with the law, but currently the City Government is preparing a master plan for green open space in collaboration with DLH. It is also said that the City Government does not calculate according to the rules that it must be 20% green open space, but we have to look at the quality of the green open space it has (produces O2), and has judged the O2 content of green open space is the same as if it had green open space of 20% of the area;

c. Green Waste Management. The city government has played a role in managing waste into electrical energy in accordance with Presidential Decree 35 of 2018.

d. Green Transportation. In this case, the City Government has innovated a car that is fueled by electricity and has a special green transportation route;

e. PDAM Makassar Governance. Clean water management, the City Government not only manages clean water, but also manages dirty water (waste);

f. Electrical energy. In this case, the City Government is saving energy by maximizing private space;

g. Green Building. Build a building design structure that can be used by investors/third parties who will plan development.

h. Green Community. In this activity, the City Government together with the community and the business world have built around 5,000 tourist alleys, as part of the development of the green city of Makassar.

The role of the mayor, who is so big with his vision and mission, is largely determined by the support of all his staff to make the city of Makassar a leading city in Indonesia and even in the world based on metaverse information technology or smart city. In assessing the Policy Quality Index in 2021 as part of Bureaucratic Reform in Makassar City, as stated in the introduction, Makassar City only got a score of 27.83 (low score), lower than Pangkal Pinang City with a score of 29.35. (low score) and far below Gorontalo City with a score of 50.44 (sufficient score).

The arrangement and management of green open spaces have been built in areas and elongated areas without buildings in accordance with applicable regulations. In accordance with government policy, to maintain a balance between built-up areas and undeveloped areas or green open spaces, at least 30% outside the city for public areas and 10-30% for private areas as the lungs of the city. In general, Makassar city's green open space is still below 30%. Currently, Makasar city's green open space has reached 10.22% with adequate quality. Apart from that, green open space is also supported by the availability of tourist alleys and green communities. The target for the construction of tourist corridors is 5000 green tourist tunnels which also aims to improve the green economy, which is monitored by 4 CCTVs for one tourist tunnel which is monitored by Diskominfo for monitoring and security purposes.

This is also confirmed in the Explanation of Law Number 26 of 2007 concerning Spatial Planning Paragraph (2) The proportion of 30 (thirty) percent is the minimum size to ensure the balance of the city ecosystem, both the balance of the hydrological system and the microclimate system, as well as other ecological systems, which will then be increasing the availability of clean air needed by the community, and at the same time increasing the aesthetic value of the city. To further increase the function and proportion of green open space in the city, the government, community and private sector are encouraged to plant plants on their buildings. Paragraph (3) The

minimum proportion of public green open space of 20 (twenty) percent provided by the city regional government is intended to ensure that the minimum proportion of green open space can be achieved more securely, thereby enabling its widespread use by the community.

The city government targets that the green open space area of 30% can only be achieved in 2034. This target is based on the master plan or RTH master plan prepared together with the Makassar Spatial Planning Service. That's what will be prepared in the master plan. By 2034 Makassar must have 30% green open space. But when compared with other cities in Indonesia, none of them has a green open space that reaches 15%.

Theoretically, a leader is able to guide his subordinates to follow the goals they want to achieve. According to Lippit and White (Pasolong, 2013:32) put forward the leadership style theory that there are actually six styles, namely autocratic, democratic, free control, participative, visionary and transformational which lead subordinates to realize common goals. In the process of realizing the common goals contained in the Makassar City Vision, namely a maritime, commercial, educational, cultural and service city that is globally oriented, environmentally friendly and the friendliest (Regional Regulation Number 4 of 2015), several leadership problems were encountered.

The reality is that the leadership style of the Makassar City Government requires an authoritarian, firm and creative figure who is able to encourage his subordinates to improve their performance by guiding employees to work in accordance with the coordinated centralization of authority, encouraging employees to work productively, having high work integrity, governing wisely, showing High work discipline, especially for strategic and public interest policies. This style is important and necessary for every employee to improve their performance. On the other hand, employees want a democratic leadership style by always conducting deliberations to reach a consensus, making decisions in a coordinated manner, respecting employee input, respecting the opinions of each employee, and always calling for freedom of responsibility in expanding the authority given by the leadership.

Democratically, this leadership style enables hearing between leaders and subordinates to improve employee performance. The free control leadership style is also needed by every employee in working under the direction of the leader in supervising his subordinates to work well, taking responsibility for what their subordinates have done, always evaluating every work activity carried out by their subordinates, providing a positive response to the work performance achieved and encourage to develop the work reliability of each employee who is subordinate to him to improve his performance [21].

In the context of regional heads, leadership is the ability of city leaders to influence stakeholders or certain parties in a collaborative process in order to build a sustainable city. This collaboration process involves city government, the private sector, academics and the community. The success of city leadership has the opportunity to be classified as a sustainable city. From the results of field research, the Mayor of Makasar is very intense in planning and overseeing the implementation of activities to achieve the vision and mission of the city of Makassar.

From activity planning, each SKPD is asked to translate the mayor's wishes in the coordination meeting he chairs. Each SKPD is asked to present a plan for activities that will be carried out at the meeting. All stakeholders are involved, including: Academics, NGOs, community leaders, and others. In fact, for certain activities SKPD was asked to study with academics from UNHAS and UIN Makasar, such as in terms of spatial planning in the city of

Makassar. It is common for SKPDs that are unable to follow the Mayor's work rhythm to be eliminated, especially if they are unable to translate the Mayor's wishes in implementing activities. Likewise, in terms of evaluating the implementation of activities, the mayor always looks at the progress of each SKPD and also listens to complaints from the community in the WhatsApp group (pakandato) so that our problems can be immediately implemented in the field.

In formulating policies, the Mayor often involves NGOs, the Ministry of Law and Human Rights, the South Sulawesi Provincial Legal Bureau, academics and related SKPD. The mayor of Makassar directly led this activity. However, even though NGOs are involved, according to YKLI, there are many examples of cases in the private sector still secretly clearing mangroves using heavy equipment in the northern part of Makasar city. Each SKPD that takes the initiative in the process of formulating policies in its field is asked to present the draft policy that will be made. In the process of formulating green city planning policies, the Mayor is directly involved with programs called tourist alleys with a target of 1000 tourist alleys. The mayor is very intensive in monitoring the performance of sub-district and village heads, there are 8 indicators that can be accessed by the public, every 3 months the results are shown (performance percentage graph), namely: 1) Public services; 2) Cleanliness of the area; 3) Greenish; 4) Handling covid; 5) Restorative justice; 6) Absorbing community aspirations; 7) Weekly protocol: sub-district heads and village heads must knock on community doors to absorb community aspirations; 8) Retribution and income receipts.

In developing a green city, the Mayor formed an anti-dirt enforcement squad (pakandato) whose duties include monitoring trees in Makassar which include trees that are about to fall, warning individuals who will cut down trees, reporting if there are trees that are not maintained, reporting indicators. village head's performance in accordance with field conditions. However, the implementation of the green city development policy encountered obstacles considering the limited authority of the Mayor of Makassar due to his territorial boundaries.

In the case of flooding in the city of Makassar, for example, there is a lot of contact with other regional heads considering that the flood problem crosses several regions. The limited authority of the Mayor of Makassar and the absence of coordination meetings between regional heads has the implication that the flooding problem cannot be resolved easily because each has their own interests. For example, in areas with low land contours that are usually used for infiltration, housing is instead built. Not to mention that reclamation has the impact that water circulation becomes disturbed/not good, the water becomes smelly. Circulation is closed and cannot go out because it is blocked by rubbish, causing an unpleasant smell (interview with the Indonesian Marine Conservation Foundation - YLK Indonesia).

In personnel management, due to the lack of harmony, integration or cohesiveness between SKPD and ULP, the mutation process is often carried out. The mutation process must also be able to run according to procedures within a certain period. Apart from that, there are several reasons why officials are transferred because there is no incompatibility, lack of integration or cohesiveness between SKPD and ULP. On the other hand, the role of leadership has a determining factor in the harmony of integration and cohesiveness between SKPD. Creating harmony, integration and cohesion between SKPD so that the replacement officials get to know each other and recognize how they work and their leadership style. Because mutations occur frequently, it takes time for transferred officials to adapt and make adjustments. This is an obstacle in realizing optimal performance, in order to implement the vision and mission of Makassar City, including in

absorbing the development budget contained in the Makassar City APBD for the current year. As a case study, for example, the Mayor of Makassar, Danny Pomanto, carried out transfers within the Makassar City Government, starting from the sub-district head to the village head. Transfers for echelon III officials, sub- district heads, sub-district secretaries and sub-district heads are planned to be carried out in the second week of February 2023. Apart from that, he also admitted that he had already pocketed the names that would later be shifted. However, beforehand, Danny will carry out an evaluation to avoid mistakes, which was previously known, that the Mayor had appointed 53 new officials within the Makassar City Government, which was carried out in the Sipakatau Room, Makassar City Hall.

Even though it is said that mutation is not an easy thing, because you have to organize it with various considerations, for example placing people according to educational background, competency and performance, if mutations are carried out on a large scale in a relatively short time then this becomes a big question mark, even though it is said that mutations are carried out based on merit and meritocracy. The impact of the above includes the Makassar City Government failing to absorb the budget in 2022. Based on the 2022 Makassar APBD absorption data as of November 10, the Makassar City Government's actual spending is only 46.87 percent or only IDR 2.2 trillion from the budget ceiling of 4.6 trillion . Meanwhile, realized revenue reached IDR 2.9 trillion from the target of IDR 3.9 trillion. The program includes total restructuring of the waste system, total improvement of the flood management system & congestion management. Infrastructure development and waterfront city area development based on environmental mitigation and adaptation. Increasing smart pedestrian networks and city green corridors, increasing garden alleys and establishing 5,000 tourist alleys. Accelerating the development of inclusive "sombere" and smart city systems and infrastructure, accelerating Makassar to become a liveable and resilient city as well as the construction of sombere and smart buildings, new city hall, new DPRD.

One of the indicators of flooding is that the Environmental Service is not in accordance with the program prepared to support the Mayor's policy. The Director of the PABBATA UMI Foundation (YAPTAU) continued, also explaining that the Makassar City Government's failure to achieve Adipura was due to DLH's mindset which was always project-oriented and pursuing Adipura, while deemed not to understand how to deal with the waste problem in Makassar City, so the handling strategy is wrong. From the results of field research, information was obtained that in terms of dismissal and appointment of officials within Makassar City, the Mayor of Makassar always involves BAPERJAKAT, but the final decision is the authority of the Mayor of Makassar. Employee transfers to It is normal for employees/officials to be unable to follow the mayor's work rhythm. The Mayor of Makassar has big dreams to create a Sombere Makassar city. This opinion is reinforced by the statement made by the Head of the Spatial Planning Service who is used to the Mayor's "ambitions" so he does not feel confused and able to follow. However, officials who cannot keep up with the mayor's work rhythm usually result in transfers. The Mayor always carries out evaluations, and states that he doesn't need smart people, he just needs someone who can translate his program and likes people who dare to fail and dream big.

One of the impacts of inappropriate placement is that the Makassar City Government failed to absorb the budget in 2022. Based on the 2022 Makassar APBD absorption data as of November 10, the Makassar City Government's expenditure realization was only 46.87 percent or only IDR 2.2 trillion from the budget ceiling of 4. 6 trillion. Meanwhile, realized revenue reached IDR 2.9 trillion from the target of IDR 3.9 trillion. The program includes total restructuring of the waste

system, total improvement of the flood management system & congestion management. Infrastructure development and waterfront city area development based on environmental mitigation and adaptation. Increasing smart pedestrian networks and city green corridors, increasing garden alleys and establishing 5,000 tourist alleys. Accelerating the development of inclusive "sombere" and smart city systems and infrastructure, accelerating Makassar to become a liveable and resilient city as well as the construction of sombere and smart buildings, new city hall, new DPRD.

Annual flooding in Makassar occurs in 4 sub-districts with low levels which were previously swamps. Floods cannot be managed by the city government alone, because judging from the topography, water comes from everywhere, so it needs cooperation with surrounding regional governments and central government intervention. The large amount of development in Makassar causes population density and environmental problems. Housing construction is one of the main causes of flooding due to reduced rainwater catchment areas. Reclamation accompanied by the construction of business centers and housing on it by private parties along Losari Beach is considered a solution to overcome flooding. The Mayor of Makassar himself strongly rejects reclamation if it does not comply with the law.

As downstream from the Jeneberang River in Gowa Regency and other rivers, Makassar should be supported by an integrated and connected drainage system so that spilled rainwater can flow into the sea and rivers quickly and smoothly. On the other hand, drainage problems are also a trigger because they are often clogged and poorly connected except in elite residential areas. Based on this problem, YLK Indonesia together with the community and several donor institutions are trying to increase mangrove planting along the coast of Makassar city.

4.3 Leadership Strategy for Successful Green City Development

Various programs initiated by the Mayor of Makassar Mohammad Ramdhan Pomanto with the aim of progress and making Makassar a world city have largely been realized as desired. The vision of Makassar City is smart, livable, sustainable (Nile, 2021). These programs include Lorong Wisata, Sombere, Makassar Towards a Metaverse City, and many other innovations from the Mayor of Makassar. In the Makassar City RPJMD for 2021-2026, it can be seen that planning Makassar as a smart city is a mission that includes eight Makassar strategic programs, namely: (1) Total arrangement of the waste system; (2) Total improvement of the flood management and congestion management system; (3) Development of infrastructure and waterfront city areas based on environmental mitigation and adaptation; (4) Increasing the smart pedestrian network and city green corridors; (5) Improvement of garden alleys and establishment of 5000 tourist alleys; (6) Accelerate development of inclusive Sombere' and smart systems and infrastructure; (7) Accelerating Makassar to become a liveable and resilient city; and (9) Construction of the Sombere' building and smart City Hall offices and DPRD offices.

Thus, the soil's ability to absorb water is very low, while the Nipah-Nipah Reservoir, which was said to be a solution when it rains in the Antang and Manggala areas, has not materialized. Not to mention, the problem of flooding in Makassar City when the intensity of rain is high and lasts for several days, is also triggered by water sent from neighboring areas such as Gowa and

Maros Regencies. Therefore, Amin said, Makassar City as downstream from the Jeneberang River, Gowa Regency and other rivers, Makassar City should position itself better by providing an integrated drainage system [22].

Regarding flooding, for example, WALHI looks at several indicators in it, such as threats (climate change/high rainfall), reclamation, waste and sedimentation, poor drainage systems, lack of green open space, water runoff from upstream and then divided by the government's capacity. The events and threats are real. Moreover, the Mayor of Makassar said that the whole world understands that the world is in an emergency with climate change. In principle, we found four things related to this vulnerability and we should be able to see whether this city is experiencing vulnerability or not. Apart from that, the rainfall in the previous month which reached 200 to 250 mm was very extreme rainfall. If you reflect on last January- February, where flooding occurred at several points, this requires reflection for the relevant OPDs. Geographically, Makassar really benefits because the elevation of Makassar is quite good and the flow of water to the sea is quite easy. For example, the elevation in the north is 5 meters, in the city to the coast it is up to 2 meters.

Makassar City BPBD stated that the main cause of flooding was the impact of the development itself. Apart from that, there are topographic problems, climate change and high rainfall, for example 200 mm/day on February 13 2023. The series of disaster and environmental events not only originate from the current mayor's period, but there are continuations from the previous one. There were two, three, four previous mayors who also built low green open spaces, very small so the land was no longer able to absorb water quickly. On the other hand, the Indonesian Marine Conservation Foundation (YLK Indonesia) said that extreme weather in Makassar is one of the causes of flooding because it coincides with strong winds, rain, high tides, poor drainage and canals full of rubbish. However, this has been made worse since there was reclamation in Losari, water circulation is not good, the water has become smelly. Circulation is closed and cannot be exited because it is blocked by rubbish, causing unpleasant odors, and also due to the lack of good drainage except in elite residential areas. Furthermore, according to YKL Indonesia, there are many examples in the private sector of secretly clearing mangroves using heavy equipment in the north.

However, Balitbangda said that in 2022 it had conducted research regarding the causes of regular flooding in 4 sub-districts (Biringkanaya, Tamalanrea, Manggala, Tamalate) with the results that: a) Topography, the existence of different basins; b) Soil type, some of which influence water absorption (get the highest score); c) Drainage, the condition is quite worrying; d) Spatial utilization patterns, green open space is very less than 20%. Furthermore, in 2023 research is underway on environmental quality in several zones in Makassar City, secondly, research is on the need for urban forests in order to fulfill green open space in Makassar City. It is hoped that this research can be used as material for a report for consideration in preparing flood management policies, especially in the context of macro environmental planning for Makassar City. It is also said that flooding is one of the impacts of environmental irregularities in Makassar City, although it is said that flooding is a factor that causes flooding.

The series of disaster and environmental events not only originate from the current mayor's period, but there are continuations from before. There were two, three, four previous mayors who also built this so our green open space is low, very small so the land is no longer able to absorb water quickly. Incessant development in Makassar has an impact on population density, social and environmental conditions. One of the best solutions is reclamation that complies with the law and

is mitigation-based. The Mayor of Makassar strongly rejects reclamation if it does not comply with the law. Reclamation should not be the only solution. If reclamation is a limited area and its designation, for example, for planting mangroves or simply to prevent tidal floods, perhaps it can still be discussed. However, if the reclamation is on a large scale and for commercial use, of course we will be at odds with a policy like this. The city government has plans for a reclamation area of 5,000 hectares, provided that the reclamation is mitigation-based.

There are two quite large reclamation areas, namely around Losari Beach with an area of around 157 hectares. This area is a business and commercial center as well as green open space. Another reclamation area is in Makassar New Port with an area of more than 50 hectares. Reclamation in these two areas has received protests from non-governmental organizations and coastal residents of Takalar Regency, neighboring Makassar, and islands in the Makassar Strait whose sand is taken for reclamation purposes. Apart from that, Makassar city's green open space will only increase by 1 percent to 10.99 percent in 2023. To reach 30%, the private sector will also be involved in building green open space.

In the future, all development carried out must be based on policies that are pro-people and pro-development of Makassar as a sustainable green city and supported by a bureaucracy that is able to embody the Mayor's vision and mission. In this way, the policy will be implemented well because the bureaucracy as a policy driver is ready. Also, the mutation process must be able to run according to procedures within a certain period, problems of incompatibility, no integration or cohesiveness between SKPD and ULP. The role of leadership has a determining factor in the harmony of integration and cohesiveness between SKPD. Creating harmony, integration and cohesion between SKPD so that the replacement officials get to know each other and recognize how they work and their leadership style. Adaptation and adjustments are needed, so that the future career development process runs consistently. A thorough evaluation of employee competency and performance is needed to avoid placement errors.

From the mayor's leadership perspective, employees want an authoritarian figure who is creative in encouraging his subordinates to improve their performance by guiding employees to work in accordance with centralized, coordinated authority, encouraging employees to work productively, having high work integrity, governing wisely, showing good work discipline. tall. Apart from that, a democratic leadership style is needed in the process of deliberation and consensus, making decisions in a coordinated manner, respecting employee input, respecting the opinions of each employee, and always calling for freedom of responsibility in expanding the authority given by the leadership. Democratically, this leadership style enables hearing between leaders and subordinates to improve employee performance.

The free control leadership style is also needed by every employee in working under the direction of the leader in supervising his subordinates to work well, taking responsibility for what their subordinates have done, always evaluating every work activity carried out by their subordinates, providing a positive response to the work performance achieved and encourage to develop the work reliability of each employee who is subordinate to him to improve his performance. The leadership style needed for the city of Makasar to become a Metaverse city and a sustainable green city requires accuracy in implementing an autocratic, democratic, free control, participatory, visionary and transformational style that directs all levels of city government to realize common goals. By implementing the right leadership style according to the place and conditions, it is hoped that it can protect the community, encourage economic development and a

sustainable green city so that the benefits can be felt by the whole community, especially reducing the occurrence of flooding.

5 Conclusion

The occurrence of climate change, urban area management, and reclamation development on the Losari Coast and its surroundings, have had a major impact on the face of the city of Makassar from an economic, social, cultural and environmental perspective. However, the serious impact resulting from this situation is that almost every year floods occur in most areas of the city of Makassar. The role and style of leadership in Makassar is based on the big ideal of making it a smart city so that it can be on par with other big cities. Decisions and management of a sustainable green city will determine the direction of city development. Apart from climate change, flood disasters can be proof of the leadership quality of regional heads in implementing the right leadership style, as well as the support of all stakeholders. When flood problems continue to occur every year, the approach used by regional heads and all their staff in dealing with environmental problems certainly raises questions about whether the leadership strategies implemented are appropriate or not according to current conditions and long-term goals.

The results of this research recommend that regional leaders and all their staff continue to develop and expand tourist corridors with the "tagline" of Makassar City as a sustainable green city and expand green open spaces in accordance with applicable laws and regulations. The leadership and all staff are reformulating appropriate policies regarding a green city that is clean and free from flooding, a world service city, by eliminating boundaries or barriers between government and society, to realize its vision of becoming a smart city (metaverse city). A varied leadership approach is needed according to the situation and conditions with the support of all levels of the Makassar city government stakeholders, by utilizing all available resources.

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