

THE ROLE OF THE GOVERNMENT AND CUSTOMARY INSTITUTIONS IN RESOLUTION OF THE CONFLICT BETWEEN PT. ADINDO HUTANI LESTARI AND THE COMMUNITY OF TUJUNG VILLAGE, REGENCY

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Received : 01 August 2025

Revised : 20 August 2025

Accepted : 22 September 2025

Published : 28 September 2025

DOI : <https://doi.org/10.54443/morfai.v5i3.4138>

Link Publish : <https://radjapublika.com/index.php/MORFAI/article/view/4138>

Abstract

The Role of the Nunukan Regency Government and the Dayak Agabag Traditional Institution in resolving the tenurial conflict between the Tujung Village community and PT. Adindo Hutani Lestari in North Kalimantan. The study used a qualitative approach with a case study design through in-depth interviews, observations, and document reviews to obtain contextual and in-depth understanding. The results of the study indicate that the Traditional Institution acts as a negotiator, communication link, and facilitator based on cultural values in articulating the community's collective aspirations, while the Regional Government acts as a facilitator, mediator, and conflict resolution actor through legislative policies and mediation mechanisms that produce mutual agreements. The synergy between the Regional Government and the Traditional Institution shows that conflict resolution is not only related to legal aspects, but also includes social, cultural, and community food security dimensions. This study has managerial implications for strengthening the role of traditional institutions and the government in land conflict governance and opens up opportunities for developing new conceptual models in the study of local wisdom-based conflict management.

Keywords: *Tenure Conflict, Customary Institutions, Local Government, Conflict Resolution, North Kalimantan.*

INTRODUCTION

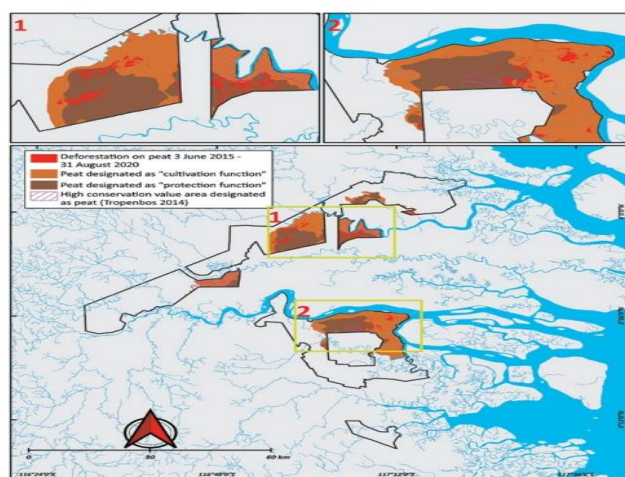
Forests and land play a strategic role in human life, not only as economic resources but also as living spaces imbued with social, cultural, and political values. Regulations regarding forest utilization are regulated by Government Regulation No. 7 of 1990 concerning Industrial Plantation Forest Concession Rights (IPFCR), which grants companies the right to manage forests long-term. The goal is to increase the productivity of unproductive forest areas while preserving the environment through conservation. However, land and forests can also be a source of conflict because they involve the interests of individuals, groups, and legal entities. In this context, the existence of IPF often creates friction with indigenous communities who feel their customary rights are being neglected. PT. Adindo Hutani Lestari obtained a IPFCR permit based on Decree of the Minister of Forestry No. 88/Kpts-II/1996 with a concession of more than 190 thousand hectares covering the Nunukan Regency area. This concession area is within the territory of the Dayak Agabag, Tahol, and Tidung indigenous communities.

The company's activities were considered problematic from the beginning because they did not involve socialization with the local indigenous communities. This triggered resistance in the form of protests, rejection actions, and even the eviction of field workers. Customary rights recognized by the 1960 Basic Agrarian Law and reinforced by North Kalimantan Regional Regulation No. 1/2019 became the basis for indigenous communities to demand recognition and protection of their territories. The conflict became more complex because the company did not carry out social responsibility (CSR) and ignored the values of local wisdom that are the foundation of indigenous people's lives. Tensions reached a peak in 2007 with large-scale demonstrations by indigenous communities in Sembakung, Lumbis, and Sebuku Districts. The Nunukan Regency Government and Regional People's Representative Council (RPRC) then intervened to mediate and facilitate the process, resulting in an agreement in 2008 covering restrictions on area management, opportunities for community oil palm development, and a promise to release some of the company's land. However, most of the points of the agreement were not consistently implemented, leading to continued conflict. The company's outreach efforts in 2010 sparked further protests due to the lack of concrete follow-up to the previous agreement. Ultimately, the Tujung Village community, along with the

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district government, firmly rejected PT. Adindo Hutani Lestari's operations in their customary territory. This demonstrates the weak implementation of regulations and the need for an active role for the government and customary institutions in ensuring conflict resolution based on social justice and the recognition of communal rights. In the Anti Forest Mafia Coalition Report (2020) one of the world's largest pulp, paper and viscose producers, the April Group and its parent company, the Royal Golden Eagle Group (RGE), committed to zero deforestation in its supply chain and a halt to new development on forested peatlands from June 3, 2015. Despite its commitment, April continues to purchase large volumes of wood raw materials from one of its main supplier companies, PT Adindo Hutani Lestari, which has cleared thousands of hectares of natural forest to develop pulpwood plantations in Kalimantan. PT Adindo Hutani Lestari has held an Industrial Plantation Forest (IPF) permit covering 181,837 hectares (ha) in North Kalimantan Province since 2003. Based on data released by the Ministry of Environment and Forestry (2017), most of the forest clearing that occurred in the concession area of PT. Adindo Hutani Lestari since June 3, 2015, namely 3,790 ha of the total deforestation of 7,291 ha occurred on peatlands (see Figure).



Sumber: Peta Fungsi Ekosistem Gambut Nasional, 2017, SK.130/MENLHK/SETJEN/PKL.0/2/2017, Kementerian Lingkungan Hidup dan Kehutanan Republik Indonesia. Ringkasan Penilaian Nilai Konservasi Tinggi PT Adindo Hutani Lestari tahun 2014 oleh Tropenbos International.

Figure 1. Peatlands and deforestation
in the concession area of PT. Adindo Hutani Lestari 2015 to 2020
Source: 2020 Anti-Forest Mafia Coalition Report

In the National Peat Ecosystem Map of the Ministry of Environment and Forestry, forest clearing activities on peatlands were still carried out by PT. Adindo during 2016 and reached a peak of over 1,000 ha in 2017. In 2018, 2019 and the first half of 2020, forest clearing activities on peatlands continued within Adindo's concession area and exceeded 200 ha per year in each of those years. Over time, in 2017, the Tujung Village community suspended the operations of PT. Adindo Hutani Lestari, a company that had cleared peatlands, cut down mango trees (honey trees), converted rivers (Siang Konolon and Siang Adah) into canals, and ignored the company's plantation waste that flowed into the Tujung River, whose water was used by residents for daily needs. This conflict arose and disappeared over time, depending on the intensity of the company's activities and the response of the local community. When the company resumed land clearing or other environmentally damaging activities without consulting residents, tensions escalated.

Conversely, when company activities slowed or shifted, the conflict tended to subside, although disappointment and distrust remained entrenched. Mediation efforts have been conducted by both the local government and non-governmental organizations, but have not yet resulted in a long-term agreement that satisfies both parties. The community continues to demand protection for its customary forests, rivers, and trees, which have high ecological and cultural value. For them, land and water are not simply resources, but part of their identity and sustainability. In addition to its environmental impact, this conflict also threatens the food security of the Tujung Village community. Land clearing and the conversion of river flows have damaged the ecosystem that supports the residents' agricultural, fisheries, and plantation activities. These changes have forced some residents to shift livelihoods, but not all have the access or skills to adapt economically. Dependence on food from outside the village has increased, driving up the cost of living and increasing vulnerability to food crises. In the long term, this situation can lead to malnutrition, especially among children and other vulnerable groups. The community has begun to

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advocate for the protection of local food management areas and reject any investment that threatens their sovereignty over their land and water. In mid-February 2025, the conflict between the Tujung Village Community and PT. Adindo Hutani Lestari heated up again. The company evicted residents' cassava plants, which were one of the village's main food sources, using heavy equipment in the form of excavators. This action not only damaged the harvest but also shook the local food security that had previously depended on the cassava plants. Law Number 18 of 2012 explains that Food Security is a condition where food is fulfilled for the state and individuals, which is reflected in the availability of sufficient food, both in quantity and quality, safe, diverse, and the beliefs and culture of the Community to be able to live healthy, active and productive lives in a sustainable manner. Furthermore, Decree of the Minister of Villages, Disadvantaged Regions and Transmigration Number 3 of 2025 regulates the use of Village Funds (VF) for Food Security in supporting food self-sufficiency based on urgent needs to strengthen Indonesia's food security, especially in rural areas. To address the problem of food security, the President of the Republic of Indonesia has established eight Asta Cita Missions, one of which is establishing a national defense and security system and increasing national independence through food self-sufficiency.

Furthermore, on March 19, 2025, PT. Adindo Hutani Lestari deployed its employees to uproot and poison all the cassava plants planted by residents using drones on land that is a source of livelihood for residents. There was no prior socialization or dialogue between the company and the community regarding this action, which worsened the already tense relationship. These cassava plants are food security crops funded through Village Funds (VF) sourced from the Central Government. In response to this unilateral action, on March 20, 2025, residents of Tujung Village went to the PT. Adindo Hutani Lestari office to demand accountability. They voiced their protest against the destruction of the cassava plants which are a symbol and support for the village's food security. In the action, residents demanded compensation for land restoration, compensation for the destruction of residents' cassava plants and an end to all forms of actions that threaten their lives and food sovereignty. Having received no answer to their previous demands from PT. Adindo Hutani Lestari, on June 13, 2025, residents of Tujung Village, along with several other affected villages, in large numbers, again held a demonstration at the PT. office. Adindo Hutani Lestari. After negotiations regarding the community's demands during the demonstration, the demonstrators and PT. Adindo Hutani Lestari agreed that the conflict resolution would be handed over to the Nunukan Regency Government as the official mediator. In response to these issues, the Regional Government, along with the Dayak Traditional Institution, must take steps to resolve the conflict between the community and the company. This relates to the government's role in administering local governance and facilitating investment in its territory. Based on the background of the problem outlined above, the researcher considers it crucial to conduct a study on the actual role of the Regional Government in addressing the issues facing the Nunukan Regency community. Therefore, the researcher is interested in pursuing the research topic "The Role of the Government and Traditional Institutions in Resolving the Conflict between the Tujung Village Community and PT. Adindo Hutani Lestari in Nunukan Regency."

RESEARCH METHODS

This research uses a qualitative approach with a case study format to examine the role of the Regional Government and Dayak Traditional Institutions in resolving the conflict between the Tujung Village community and PT. Adindo Hutani Lestari in Nunukan Regency. The qualitative approach was chosen because it can explore meanings, values, and social dynamics that cannot be explained numerically. (Ratnaningtyas et al., 2023). Researchers act as the primary instrument, directly involved in the data collection process through observation, interviews, and document review, while maintaining objectivity and sensitivity to local values (Abd. Hadi, 2021). The research was conducted in Tujung Village, Sembakung District, Nunukan Regency, North Kalimantan, during the period November 2023–June 2024. The data sources are as follows:

1. Primary data: history of conflict, related regulations (PPRI No. 07/1990, Decree of the Minister of Forestry No. 88/Kpts-II/1996, Regional Regulation of Nunukan Regency No. 16/2018, and Decree of the Regent of Nunukan No. 188.45/693/III/2019).
2. Key informants (purposive sampling): Regent/Deputy Regent of Nunukan, RPRC members, Dayak Agabag Traditional Institution, community leaders, and Tujung Village Government.
3. Documents: archives of local government, traditional institutions, and NGO reports related to the conflict.
4. Context of the event: the dynamics of the conflict in the field that were observed directly.

Data was obtained through in-depth interviews, field observations, document studies, and direct involvement (naturalistic inquiry) to capture the hiVFen meaning of social dynamics (Muhajirin et al., 2023). The analysis was conducted using the Miles and Huberman (1994) model, which includes: 1) Data collection: interviews, observations,

and documents. 2) Data reduction: selection, coding, and arrangement of themes. 3) Data presentation: tables, narratives, and diagrams to facilitate understanding. 4) Conclusion drawing/verification: constructing an understanding of the role of government and customary institutions in conflict resolution (Rijali, 2018).

RESULTS AND DISCUSSION

The conflict between the Dayak Indigenous Community and PT. Adindo Hutani Lestari reflects the complex tension between corporate interests and the basic rights of local communities to land, the environment, and food security. This conflict encompasses a number of serious issues, such as overlapping land claims, the eviction of cassava crops, environmental pollution, and the loss of the Dayak Indigenous Community's staple food source. The role of the Nunukan Regency Government in resolving the conflict is crucial to creating peace, stability, and prosperity in the region. The local government has a responsibility to manage and respond to the conflict wisely and effectively to prevent damage to the region's social and economic fabric. The role of the Nunukan Regency Government in conflict resolution is crucial for creating peace, stability, and prosperity in a region. Law No. 23 of 2014 concerning Regional Government explains the authority of the Regional Government in managing resources and resolving conflicts within its territory.

The Regional Government has a significant responsibility in managing and responding to any potential social, political, or economic conflict wisely and effectively to prevent it from developing into an open conflict that could damage the social order and welfare of the community. This overlapping land conflict is a long-standing conflict and to date, there has been no permanent resolution. A new conflict has emerged where PT. Adindo Hutani Lestari deployed its employees to uproot residents' cassava plants, carry out evictions, and poison cassava plants, which are the main food source for the community, namely *iluy* food as local food security in the village. In the context of this conflict, the Nunukan Regional Government acts as a facilitator and mediator between the two parties. Through a legislative approach, the Regional Government can review the legality of company permits and evaluate the extent to which implemented policies have taken social and environmental aspects into account. Meanwhile, through a mediation approach, local governments facilitate dialogue between communities and companies to find peaceful, just, and mutually beneficial solutions.

This active role demonstrates that local governments are not merely regulators but also guardians of social harmony and protectors of local community rights. Therefore, direct local government involvement in conflict resolution processes is key to building stable, just, and sustainable regions. Similarly, customary institutions play a crucial role in conflict resolution, particularly in communities or regions that still prioritize traditional norms and local culture. Customary institutions act as respected authorities within the community and have conflict resolution mechanisms that often prioritize peace and reconciliation over punishment or violence. The role of local governments in conflict resolution is crucial, particularly in providing long-term conflict resolution. Similarly, customary institutions play a more moral and social value-based role in resolving conflicts, making them a key element in maintaining peace and prosperity within indigenous communities.

1. The Role of Traditional Institutions in Negotiations

The role of the Customary Institution in negotiating with the conflicting parties is the first step in gathering information. The conflict between the Tujung Village Community and PT. Adindo Hutani Lestari occurred when PT. Adindo Hutani Lestari in 2018 again carried out land clearing in the forest within the customary territory of Tujung Village using excavators and chainsaws. The Tujung Village Community stopped the activity and demanded accountability from PT. Adindo Hutani Lestari for the damage to the forest in the customary territory of Tujung Village in the form of cutting down honey trees (*manggeris* trees) and turning the Konolon River into a canal. In February 2025, PT. Adindo Hutani Lestari evicted the community's cassava/*iluy* plants using excavators. This Company action triggered the conflict to heat up again. Cassava, which has been planted for generations, is not only a crop, but is an important part of local food security and the cultural identity of the Community. Tensions peaked again on March 19, 2025, when PT. Adindo Hutani Lestari has again deployed several of its employees to forcibly uproot residents' cassava plants, which have been their primary source of livelihood. The action comes amidst an ongoing agrarian conflict between the community and the company. This aggressive action has exacerbated the situation and raised concerns about the potential for a larger horizontal conflict in the future. The community considers the company's actions not only a form of seizure of living space, but also a real threat to local food security. In this situation, residents urge the government and related parties to intervene to resolve the conflict fairly and side with the interests of the common people, so that similar incidents do not continue to recur. The statement of the Indigenous Community elders reflects the community's deep pain and anxiety over the unilateral actions carried out

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by PT. Adindo Hutani Lestari. The cassava plants that the community plants and are processed into a staple food in the form of *iluy* not only have economic value, but also high social and cultural value for the community. The conflict between the community and the company cannot be separated from the fundamental problem that has been going on for years, namely overlapping land status. The land managed and used by the Indigenous Community as a source of livelihood, especially for growing cassava as a staple food *iluy*, is included in the company's concession area granted a permit by the Minister of Forestry. The High Customary Institution at the sub-district level plays a strategic role in coordinating various Village Customary Institutions within its territory. This coordination is crucial for uniting the aspirations and interests of Indigenous Communities from various villages, allowing for a more effective and organized conflict resolution process, particularly involving external parties. The High Customary Institution functions not only as a coordinating body but also as an institution authorized to follow up on reports of violations of the cultural values and rights of Indigenous Communities through customary justice mechanisms. The High Customary Institution's commitment to upholding customary values and preserving the culture and environment, which are integral parts of the Dayak Agabag Indigenous Community, demonstrates this. This customary justice mechanism serves as a form of local sovereignty in responding to violations that are not always handled fairly within the formal legal system.

Customary Institutions play a central role in maintaining social harmony and resolving conflicts within Indigenous Communities. One important step taken by Customary Institutions in the conflict resolution process is to directly approach the parties involved to establish communication and negotiate to bridge existing differences. This step not only demonstrates the Customary Institution's proactive stance but also reflects local wisdom values that emphasize deliberation, mutual respect, and maintaining good relations between residents. Furthermore, Customary Institutions play a role in summarizing and clarifying key points raised during the negotiation process to avoid misunderstandings. The agreements reached in this process are based on applicable customary norms and laws, thus gaining strong legitimacy in the eyes of the community. The table below displays the Customary Institution's role in conflict resolution. At the sub-district level, the Dayak Agabag Customary Institution plays a crucial coordinating role. The Customary Institution is not only the central point for receiving conflict reports from the community. It ensures that conflicts occurring in various villages are handled in a structured and fair manner through customary mechanisms. Meanwhile, at the village level, the Customary Institution acts as the vanguard in detecting, understanding, and addressing conflicts within the community. The Kabudaya Youth Front, representing the younger generation of indigenous people, also plays a crucial role in encouraging community participation, especially among young people, in upholding cultural values and justice. The Dayak Agabag Customary Court is an institution that handles formal conflict resolution based on customary law. Its customary judges consist of customary figures or heads of customary institutions who lead customary court proceedings and issue decisions based on prevailing norms within the community. In addition to formal institutions, customary and community leaders play a crucial role as moral guardians, role models, and advisors in negotiations and customary courts. Overall, the involvement of various traditional institutions reflects a conflict resolution system based on the principles of deliberation, justice, and local wisdom that have been passed down from generation to generation.

The Customary Court hearing was held on July 18, 2025 at the Lamin Balai Adat Lumbis by several, based on the report of the Kabudaya Youth Front regarding the eviction, uprooting and poisoning of the Community's cassava plants as the staple food of the Dayak Rumpun Murut Indigenous Community in Nunukan Regency, North Kalimantan. In the report, the basis of customary law and strong evidence of the desecration and defamation of the Dayak Indigenous Community's staple food by the Company PT. Adindo Hutani Lestari were presented. The results of the Customary Court include: Sanctions in the form of customary fines for the desecration and defamation of the Dayak Indigenous Community's staple food by PT. Adindo Hutani Lestari in the form of:

- a. Customary fines in material terms are customary fines of 83,000 Sampa Ogong jars, 3 cows and 1 pig.
- b. As a form of compensation for sweet potato seeds and sweet potato plant maintenance, PT. Adindo Hutani Lestari provided funds amounting to Rp. 150,000,000.

In the process of resolving the conflict between Indigenous Peoples and PT. Adindo Hutani Lestari, the role of the Customary Institution is crucial as a bridge between traditional values and formal government mechanisms. The active involvement of the management of this Customary Institution shows that resolving agrarian conflicts is not only about regulations and business permits, but also concerns respect for the identity and communal rights of Indigenous Peoples. Based on data and documentation obtained during in-depth interviews with key informants for conflict resolution, below are the names and institutions involved in resolving the conflict between Indigenous Peoples and PT. Adindo Hutani Lestari.

2. The Role of Government in Facilitating

Facilitating means providing convenience or helping a process to make it easier and smoother. The great responsibility of the Regional Government and the Nunukan Regency RPRC in maintaining public order and security in the social life of the community is a shared responsibility. Conflicts between indigenous communities and companies often occur, so the Regional Government and the Nunukan Regency RPRC intervene in conflict resolution so that the conflict does not spread and escalate. The Regional Government's efforts to facilitate the resolution of the conflict between the Village Community and PT. Adindo Hutani Lestari are the result of negotiations carried out by the Traditional Institution to be willing to be facilitated to resolve the conflict. The Government's goal in facilitating the resolution of the conflict is an effort to maintain security and order so that the social life of both parties can coexist well. The Regional Government's efforts to visit the conflict area to meet with the parties to bridge and accommodate their interests. The facilitation provided by the Regional Government and the Nunukan Regency RPRC to the Tujung Village community and the management of PT. Adindo Hutani Lestari is a follow-up to the meetings with each conflicting party.

The Nunukan Regional Government is strongly committed to maintaining social stability and resolving conflicts that have the potential to disrupt public order. One example of the role of the Regional Government in resolving conflicts is seen in the land case between the Tujung Village Community and PT. Adindo Hutani Lestari. In this conflict, the Nunukan Regency Regional Government acted as a facilitator, providing transportation, meeting places, and accommodation to facilitate the conflict resolution process. This collaborative and inclusive approach reflects the active role of the Regional Government as a guardian of social harmony amidst the dynamics of agrarian conflicts, while also demonstrating that peaceful resolutions can be achieved by prioritizing communication, mediation, and cross-institutional involvement. The government plays a strategic role in resolving conflicts between communities and companies. The government can directly offer win-win solutions. Regional governments also use independent institutions as partners to help resolve conflicts between communities and companies.

The conflict between the community and PT. Adindo Hutani Lestari has entered a worrying stage, where not only the issue of land ownership is the core of the problem but also directly concerns the food security of Indigenous Communities. The company's activities that encroach on indigenous territories and carry out evictions, uprooting and poisoning of primary food sources such as cassava as a staple food have lost access to these staple foods. In its operations, the company has carried out evictions, poisoning, unilaterally uprooting staple foods as food security for Indigenous Communities in the Village. This condition encouraged the community to hold a demonstration on June 14, 2025 at the PT. Adindo Hutani Lestari Office and conveyed firm demands for the desecration and blasphemy of the staple food *iluy* as the food security of the Community in the Village. In their demands, the Community urged the local government to facilitate this problem until it was resolved because the Community's agreement with the Company in 2007 until now has not been followed up regarding the release of 500 M of land on the left and right of the provincial road and 250 M on the left and right of the district road. Although the conflicting parties have different interests, they agreed to be facilitated in resolving this problem.

This can be seen from the peaceful action carried out by residents at the PT. Adindo Hutani Lestari Office on June 13, 2025 in the agreement both parties agreed that the Community's demands would be discussed with the Nunukan Regency Regional Government on June 18, 2025 because the Company presented the Board of Directors, mediation was carried out on June 24, 2025 at the Nunukan Regent's Office. In this facilitation, the Nunukan Regency Government is neutral, aiming to foster constructive dialogue and find common ground. A fair resolution must ensure that the interests of both the community and the company are equally considered. This is crucial for the resulting solution to be acceptable to all parties and sustainable in the long term. The Nunukan Regional Government is committed to always listening to and following up on every citizen's concerns to ensure security and order in daily life. The Regional Government always strives to facilitate meetings to provide the best solutions and ensure that every conflict can be resolved in a fair and effective manner. With transparency and adequate facilities, it can help resolve conflicts with companies quickly and appropriately. The Regional Government is committed to continuing to support the community and maintain harmonious relations between residents and companies. To facilitate meetings, especially those related to conflict resolution, several things must be prepared, as outlined in the table above, to ensure a smooth and effective meeting. Thorough preparation will ensure that all parties are involved in a constructive and productive manner. Determining the location for conflict resolution significantly impacts the meeting process. Select a neutral and comfortable location for all parties involved, such as a meeting room with sufficient space and a comfortable seating area. Ensure the meeting room has adequate facilities, such as stationery, a projector, a microphone, and comfortable seating. Furthermore, determine an appropriate time and ensure all parties can attend. Ideally, the meeting time should allow for unhurried discussions. The results of the facilitation meeting conducted by

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the Regional Government between the Tujung Village Community and PT. Adindo Hutani Lestari include several important points.

Table 1. Results of the Conflict Resolution Meeting Facilitation

The Role of Local Government	Facilitation Results
1	2
<ol style="list-style-type: none"> 1. Determine the meeting time and ensure that all conflicting parties can attend. 2. Preparing the meeting place 3. Arrange accommodation such as hotels, food and drink and transportation during the meeting 	<ol style="list-style-type: none"> 1. The community and the company are willing to be facilitated by the Regional Government to find joint solutions, for example regarding environmental impacts, land acquisition and job opportunities that can be accessed by the community. 2. PT. Adindo Hutani Lestari is willing to provide information related to the activities to be carried out, such as the type of activity, potential impacts, and benefits to be gained by the community. 3. The public is also given the opportunity to ask questions and get clarification. 4. The community and the company agreed to plan follow-up actions to the meeting facilitated by the Nunukan Regional Government. The follow-up plan will include joint activities, such as training programs or initiatives that benefit the community, or addressing issues discussed at the meeting. 5. The community and the company have agreed to build good relations. The goal is to foster good communication between the community and the company and to build mutually beneficial working relationships through corporate social responsibility (CSR).

Source :

1. *Conflict Cessation Agreement between Tujung Village Community and PT. AHL in 2019*
2. *Results of the Nunukan Regional Government's Mediation with Indigenous Communities and PT. AHL in 2025*
3. *Documentation during the facilitation by the Nunukan Regional Government*

3. The Role of Government as a Conflict Resolution

The role of the Regional Government and the Regional People's Representative Council (RPRC) is crucial in resolving conflicts, whether social, political, economic, or intergroup conflicts within society. Conflict resolution is the process of resolving conflicts or disputes between two or more parties with differing interests or goals. Conflict resolution prioritizes achieving solutions that satisfy all parties involved in a constructive and peaceful manner and avoids escalation or violence. The role of the Regional Government in resolving the conflict between the Tujung Village Community and PT. Adindo Hutani Lestari was resolved using two approaches: legislative and mediation.

a. Conflict resolution with a legislative approach

A legislative approach to conflict resolution involves the use of legal frameworks and regulations to resolve conflicts between the parties involved. This approach is crucial to ensure that conflict resolution is conducted fairly, transparently, and in accordance with applicable legal principles. The Nunukan Regency Government recognizes and empowers Indigenous Communities through Regional Regulations and Regent's Decrees, and expedites the legalization process for customary land and customary forests through clear and inclusive mechanisms. This is a strategic step to ensure that Indigenous Communities have clear and legitimate access to the land and natural resources they have traditionally managed. This formal recognition is the first step to preventing current and future conflicts. The role of the Regional Government and the Nunukan Regency Regional People's Representative Council (RPRC) as the parties that protect the community and investors is crucial because the RPRC and the Regional Government are responsible for creating policies that promote community welfare and support a conducive investment climate.

A deep understanding of the strategic role of the Regional People's Representative Council (RPRC) and the Nunukan Regency Government in creating policies that can protect all levels of society, including indigenous

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communities, and support a conducive investment climate. From this explanation, it can be concluded that important points illustrate their understanding and attitudes in carrying out their roles as people's representatives, as well as their efforts to maintain a balance between the interests of indigenous communities and investment needs. Indigenous communities often face the risk of criminalization when they defend their rights to land, natural resources, or customary territories impacted by corporate activities such as plantations, mining, or infrastructure development. In many cases of tenure conflicts, Indigenous communities' efforts to defend their rights can be countered by companies supported by the authorities, which can lead to criminalization through unfair legal processes. Therefore, legal solutions are crucial to protect Indigenous peoples' rights. The Nunukan Regency Government has taken appropriate steps by issuing Nunukan Regency Regulation Number 16 of 2018 concerning the Empowerment of Indigenous Legal Communities and several Regent's Decrees concerning the Recognition of Indigenous Communities at the Village Level to ensure that customary rights or land rights of Indigenous Communities in Nunukan Regency are recognized by the state. In Indonesia, although customary rights are recognized in the 1945 Constitution, their implementation is often neglected. Therefore, the Nunukan Regency Regional People's Representative Council (RPRC) is encouraging the Regional Government to formally organize and recognize customary rights through regional regulations or special policies that protect customary land.

The Nunukan Regency Government has demonstrated a strong commitment to recognizing and empowering Indigenous Peoples as part of its efforts to create justice and independence in the region. The previous Regent has opened up space for participation for Indigenous Peoples through formal mechanisms regulated in regional regulations on the empowerment and protection of Indigenous Peoples. This step provides a legitimate legal basis for Indigenous Peoples to access and manage natural resources in their region. This commitment was continued by the elected Regent for the 2025-2030 period, that this commitment will be continued by the new government, remaining and adhering to the people's RPO policy, including in resolving conflicts between communities and companies. The Nunukan Regency Government's Rhythm of Change vision places the preservation of culture and local wisdom as an important part of regional development. Regional Regulation Number 16 of 2018 serves as the basis for mapping customary areas in Nunukan Regency. Mapping customary areas serves a crucial purpose, both from a legal, social, and economic perspective. Mapping customary areas helps clarify the boundaries and scope of customary areas owned and managed by indigenous communities, facilitates the identification and protection of natural resources such as forests, rivers, agricultural land, and historical sites. Mapping customary areas also prevents conflicts between indigenous communities, between communities and the government, and between communities and companies with interests in the use and management of natural resources. A balance between legal certainty for companies and the protection of the rights of indigenous communities is essential. The statement emphasizes that legality, transparency, and sustainability are the main principles of local government in resolving tenurial conflicts and supporting the independence of indigenous communities.

Law Number 25 of 2007 concerning Investment does not specifically mention Indigenous Peoples in its articles. However, this law emphasizes the principles of justice, sustainability, and economic democracy, which can be interpreted as a basis for paying attention to the rights of Indigenous Peoples in the investment context. Investors or companies must pay attention to and empower MHA. Therefore, what is meant by MHA legally is an MHA unit recognized through Regional Regulations and Regent Regulations or Regent Decrees. Mass organizations such as the Daily Executive Board of the Indigenous Peoples Alliance of the Archipelago (BPH AMAN) of North Kalimantan, as activists for the protection and empowerment of Indigenous Peoples, confirm the Nunukan Regional Government's steps to map indigenous territories. The existence of indigenous communities must be legally recognized to ensure their rights to land and natural resources is crucial. For indigenous communities, land is not only a source of life but also part of their social and cultural identity, inherited from their ancestors. Legal Certainty for Indigenous Communities: The Nunukan Regency Government, along with the Nunukan Regency Regional People's Representative Council (RPRC), has protected and recognized Indigenous Communities. Regional regulations provide space for Indigenous Communities to regulate social life and manage land and forests within their customary territories based on their local wisdom. Efforts made by the Nunukan Regency Government to create a balance between the Company and the Indigenous Community, in a vision to minimizing the occurrence of conflict between Indigenous Communities and Companies, several policies have been established by the Nunukan Regency Government to provide empowerment and recognition for Indigenous Communities, including:

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- 1) Issuing Regional Regulation Number 16 of 2018 concerning the empowerment of the Customary Law Community of Nunukan Regency, North Kalimantan Province
- 2) Issued 4 Decrees for the Establishment of Customary Law Communities in 2019, including the MHA Pagun Maunjung Tangkalon of Tujung Village, Pagun Nansiung Nangkoyob of Kekayap Village, the Establishment of the MHA Pagun Tipuon Tipodon of Sumentobol Village and the MHA Pelaju.
- 3) Establishing 7 Decrees for Establishing Customary Law Communities for eight communities in Tulin Onsoi District, Nunukan Regency and establishing 1 Decree for 4 Lundayeh customary communities in the Krayan highlands in 2025.
- 4) The Regional Government through the Customary Law Community Committee chaired by the Regional Secretary of Nunukan Regency proposed 11 Customary Forests to the Ministry of Forestry and Environment.
- 5) 11 Villages are in the verification stage of Customary Land of 6 Villages and 2 Sub-districts by the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (ATR/BPN) in collaboration with Hasanu VFin University Makasar.
- 6) The formation and proposal of the Pagun Maujung Tangkalon Forest Farmers Group (GAPOKTAN) Decree to the Ministry of Forestry and Environment is one of the points of agreement in resolving the conflict that manages the Company's area in TK 1 and TK 2 covering an area of 1000 ha.
- 7) Joint Agreement Resulting from Mediation on June 24, 2025 at the Nunukan Regent's Office between the Indigenous Communities of Sembakung, Sebuku, Lumbis, Sembakung Atulai, Lumbis Ogong, Tulin Onsoi, Lumbis Pansiangan and Lumbis Hulu Districts with PT. Adindo Hutani Lestari.

The Nunukan Regency Government, together with the Nunukan Regency Regional People's Representative Council (RPRC), has taken important steps to provide legal certainty and protection to indigenous communities through Regional Regulations that recognize customary rights, empower indigenous communities, regulate natural resource management based on local wisdom, and attempt to resolve conflicts between indigenous communities and companies. These steps aim to create balance and justice in the management of customary lands and forests, as well as ensure that the welfare and rights of indigenous communities are respected and protected.

b. Conflict resolution with a mediation approach

The role of the government in maintaining public order and preventing conflicts that can lead to social tension is the responsibility of the local government. The conflict that occurred between the Tujung Village Community and PT. Adindo Hutani Lestari involved the local government to resolve it with a mediation settlement approach. The mediation conflict resolution approach is a conflict resolution process that involves a neutral third party, known as a mediator, to reach a mutually beneficial agreement. The mediator does not have the authority to decide or impose a solution, but only helps the conflicting parties to find a joint solution. In 2018 and 2019, the Nunukan Regency Government used Non-Governmental Organizations (NGOs) as partners in resolving the conflict, namely the Imperial Mediator Network (IMN) and the Kaltara Cross-Hood Association (GCA). The table below explains the names of the mediators who mediated the conflict resolution between Tujung Village and PT. Adindo Hutani Lestari.

Imperial Mediator Network (IMN) played a key role in helping Tujung Village and PT. Adindo Hutani Lestari find a mutually agreeable ground to resolve the conflict. Meanwhile, the North Kalimantan Green Cross Association (GCA) mediated productive cooperation through a partnership system, establishing Forest Farmer Groups (FFG). The mediation resulted in an agreement to end the conflict and a partnership agreement. This approach leads to more inclusive and sustainable solutions.

The results of the 2018 and 2019 mediations not only maintain the importance of security and harmony in the lives of the Nunukan Regency community but also serve as a means to improve the effectiveness of public services, in addition, the partnership is expected to be able to encourage local economic development through synergistic cooperation between the government, the private sector and the community. The results of this mediation as an opportunity to integrate the interests of the conflicting parties in a balanced manner by involving the Tujung Village Community can create real positive impacts, such as improving sustainable natural resource management, local empowerment and reducing future conflicts. The partnership pattern, the mediator supports this approach because it can create sustainable and inclusive solutions, especially if it involves local communities such as the Forest Farmer Group (FFG). This approach can also help reduce tensions and build more harmonious long-term relationships.

The conflict resolution with a mediation approach took place openly and constructively, both parties agreed to resolve the conflict peacefully and without involving legal processes. The Tujung Village Community with PT. Adindo Hutani Lestari agreed to stop the conflict and cooperate with a partnership pattern. Both parties are committed

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to fulfilling the obligations agreed upon in the conflict resolution agreement. The results of this mediation process create a mutually beneficial solution for all parties, with an emphasis on cooperation and resolution that prioritizes common interests. The results of the mediation conflict resolution carried out by IMN as a partner of the Nunukan Regency Government in resolving agrarian conflicts in Nunukan Regency. The Tujung Village Community Agreement dated May 15, 2018, signed by Narsum, acting for and on behalf of PT. Adindo Hutani Lestari based on a Full Power of Attorney from the Directors of PT. Adindo Hutani Lestari while the Partnership Cooperation agreement dated September 12, 2019 in Tarakan City was signed by the Directors of PT. Adindo Hutani Lestari Maurid Butar Butar.

A new conflict has emerged between Indigenous Communities and PT. Adindo Hutani Lestari due to the company's actions which are considered detrimental and threaten the livelihoods of the local community. PT. Adindo Hutani Lestari carried out evictions, uprooting and poisoning of cassava plants as a staple food and local food security in the village. This action sparked widespread anger to the mobilization of residents from eight sub-districts, namely Sembakung, Sebuku, Sembakung Atulai, Lumbis, Tulin Onsoi, Lumbis Ogong, Lumbis Hulu and Lumbis Pansiangan, holding a demonstration on June 13, 2025 at the PT. Adindo Hutani Lestari office. After the demonstration involving representatives of the community from the eight sub-districts, a meeting was finally held between representatives of the demonstrators and the management of PT. Adindo Hutani Lestari. In the meeting, both parties agreed that the resolution of the community's demands would be carried out through a mediation mechanism facilitated by the Nunukan Regency Government. The agreement demonstrates the commitment of all parties to resolve the conflict peacefully and with dignity, through fair dialogue and negotiation. The local government acts as a neutral mediator, aiming to bridge the interests of the indigenous people and the company, while preventing potential future escalation of the conflict. This mediation is the first step towards a more structured and inclusive resolution process, and creates space for the recognition of indigenous peoples' rights and the protection of local resources on which the community depends.

Invitation to mediation by the Nunukan Regency Government through the Letter of the Regent of Nunukan Number 35/400.14.1/SETDA-PROKOMPIM/VI/2025 dated June 18, 2025 regarding the Invitation to Mediation dated June 24, 2025. The government's seriousness in preventing conflict escalation and ensuring that the resolution is carried out peacefully and with dignity. In aVfition, it was explained that this mediation process was a follow-up to two official letters, namely the Letter of Application from the Kabudaya Youth Front Number 02/FRONT-PK/VI/2025 dated June 14, 2025 regarding the Request for Mediation and a letter from PT. Adindo Hutani Lestari Number 167/AHL-LGL/VI/2025 dated June 16, 2025, both of which wanted mediation. This reflects the mutual willingness between the Community and the Company to find a way to resolve the conflict through a legal mechanism and facilitated by the Regional Government. Conflict resolution between Indigenous Communities and PT. Adindo Hutani Lestari could not be reached through an initial face-to-face meeting between the two parties, as no common ground or mutual agreement had been found. This underscores the crucial role of local governments as mediators in resolving agrarian and social conflicts, and that mediation can be an effective alternative in mitigating conflicts involving indigenous communities and the business sector.

The results of the Mediation of the Nunukan Regency Government in resolving the Community conflict with PT. Adindo Hutani Lestari on June 24, 2025 at the Nunukan Regent's Office, signed by the Power of Attorney of Directors of PT. Adindo Hutani Lestari, are as follows:

- 1) PT. Adindo Hutani Lestari respects and supports the request of the Indigenous Peoples in Sebuku District, Tulin Onsoi District, Sembakung District, Sembakung Atulai District and Lumbis District of Nunukan Regency to submit a request for a change in the function of the Forest Area in the business permit area for the utilization of PT. Adindo Hutani Lestari's forests as long as it complies with the provisions of applicable laws and regulations;
- 2) The Indigenous Peoples in Sebuku District, Tulin Onsoi District, Sembakung District, Sembakung Atulai District and Lumbis District of Nunukan Regency requested that the Nunukan Regency Government form a Working Team to follow up on the request for changes in the function of the forest area of the business permit area for forest utilization of PT. Adindo Hutani Lestari as long as it is in accordance with the provisions of applicable laws and regulations to the Central Government Cq. Ministry of Forestry of the Republic of Indonesia;
- 3) That the application for change of function of Forest Area in the business permit area of forest utilization of PT. Adindo Hutani Lestari as referred to in number 1 and number 2 is submitted for Community Residential land, food and garden agricultural land, infrastructure, village road connectivity and district roads, national roads, facilities and infrastructure of Village government, Sub-district Government and District Government,

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Education facilities, Health facilities, transportation facilities, religious facilities, traditional cultural facilities, public cemeteries in Sebuku District, Tulin Onsoi District, Sembakung District, Sembakung Atulai District and Lumbis District, Nunukan Regency;

- 4) For acacia and eucalyptus plants that have been planted within the forest utilization business permit area of PT. Adindo Hutani Lestari and can still carry out operational activities in accordance with the permit of PT. Adindo Hutani Lestari;
- 5) That if in the area of IPFCR/forest utilization business permit of PT. Adindo Hutani Lestari there is land that has become owned land, villages, dry fields, rice fields, or has been occupied and cultivated by the Community for a long time, then the land is not included and excluded from the IPFCR work area/forest utilization business permit of PT. Adindo Hutani Lestari as agreed in the Minutes of Meeting Results dated May 7, 2007 regarding Discussion of Problems between Indigenous Communities in Sebuku District, Sembakung District and Sebuku District and Lumbis District with PT. Adindo Hutani Lestari as amended by the Minutes dated May 16, 2007 regarding Revision of the Minutes of Meeting dated May 7, 2007 regarding discussion of Sebuku District, Sembakung District and Sebuku District and Lumbis District with PT. Adindo Hutani Lestari.

The mediation between the Nunukan Regency Government, Indigenous Communities, and PT. Adindo Hutani Lestari resulted in an important agreement signed by the Directors of PT. Adindo Hutani Lestari. As a follow-up to this agreement, the Nunukan Regency Government took a strategic step by forming an Integrated Team across Regional Government Organizations (RGO). This team is tasked with mapping areas that have the potential to develop various community needs, such as community gardens, fields, residential areas, schools, sacred places, customary forests, and other supporting facilities. This Integrated Team identifies and designs regional spatial planning that favors the community without neglecting the legal and administrative aspects of forest area management.

The Nunukan Regency Government has actively and strategically played its role as a mediator in resolving the conflict between the Tujung Village Indigenous Community and PT. Adindo Hutani Lestari through a mediation approach. The government not only facilitated the dialogue process between the parties, but also followed up with concrete steps, such as establishing an Integrated Team to conduct regional mapping and preparing an official submission to the Ministry of Forestry. The mediation approach taken by the Nunukan Regency Government is aimed at resolving the conflict peacefully, fairly, and sustainably. This also reflects the implementation of the regional Vision and Mission in encouraging changes that are more responsive to the rights of Indigenous Peoples and the needs of national development. This active role of the government can be an example of the practice of conflict resolution based on collaboration and social justice at the regional level.

4. Inhibiting factors in conflict resolution

The conflict resolution process isn't always smooth sailing without challenges. Inhibiting factors are factors or conditions that can slow down, hinder, or even prevent the achievement of established goals. These obstacles can arise from various sources and can impact the effectiveness and efficiency of the conflict resolution process.

a. Inhibiting factors originating from the Nunukan Regional Government

- 1) The Nunukan Regency Government cannot take permanent policies to resolve the conflict between the residents of Tujung Village and the Company PT. Adindo Hutani Lestari because the company's permit was issued by the Minister of Forestry and the Environment so the Regional Government can only coordinate and propose to the Minister the release of overlapping land based on the aspirations of the residents which is the cause of the conflict between the residents and the Company.
- 2) The 2007 Community Agreement with PT. Adindo Hutani Lestari regarding the release of 500 M on the left and right of the provincial road and 250 M on the left and right of the district road was not followed up by the Nunukan District Government.

b. Inhibiting factors originating from Indigenous Communities

These factors inhibiting conflict resolution refer to situations where indigenous communities actually become obstacles to conflict resolution. These obstacles arise for various reasons, such as:

- 1) The compliance and obedience of Indigenous Peoples to Customary Law is very high so that in various conflict resolution issues they prioritize customary resolution.
- 2) The lack of state recognition of the rights of indigenous peoples makes them feel insecure and tend to defend their position, the Draft Law on Indigenous Peoples (RUU-MHA) has not yet been enacted.

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- 3) Fear of change through the entry of companies could trigger the loss of identity or noble values of Indigenous Communities.
- 4) There are overlapping claims to customary territories between Indigenous Communities
- c. Inhibiting factors originating from the Company
 - 1) Companies are closed to information and operational data when companies clear forests, often entering the territory of indigenous communities.
 - 2) CSR program is not running well
 - 3) Local workers are not given space in the company's job structure, such as managers, assistants and foremen.
 - 4) When the new management changed, there was no handover of the community-company agreement documents. Therefore, when problems arose, the new management was unaware of the details of the previously made agreements, making it difficult to understand the history of the conflict, making it difficult to understand the context and background of the problems that arose.

CONCLUSION

Based on the research results, it can be concluded that the resolution of the tenurial conflict between the indigenous people of Tujung Village and PT. Adindo Hutani Lestari reflects the complexity of the relationship between economic interests, communal rights, and socio-cultural dimensions inherent in the identity of indigenous peoples, where the Dayak Agabag Traditional Institution plays an important role as a negotiation actor, communication link, and facilitator based on cultural values that are able to articulate the collective aspirations of the community in a valid and legitimate manner; while the Nunukan Regency Government is present as a facilitator and mediator that provides a space for dialogue and guides the resolution process, as well as an actor in conflict resolution through the issuance of legislative policies (Regional Regulations, Decrees, and proposals for customary forests/ulayat land) as well as mediation mechanisms that produce joint agreements, the formation of forest farmer institutions, and partnership conservation agreements; the synergy of both shows that land conflicts are not enough to be seen as a legality issue, but require a participatory, transformative approach, and policies that support social justice and sustainability, although this research also faces geographical limitations, heterogeneity of informants, and depth of data that make the findings more exploratory; Thus, further studies that are more comprehensive, interdisciplinary, and participatory are needed to strengthen the conceptual model for resolving conflicts between indigenous communities and corporations while ensuring the sustainability of local wisdom-based development.

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