

Research Article

Stakeholder Analysis In Waste Bank Management

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Abstract.

Waste management that has not been maximized can potentially lead to pollution. The less-than-optimal involvement of stakeholders in the development of the waste bank program is the reason behind conducting this research. This study aims to analyze the stakeholders of the waste bank in Tuah Karya Village and identify the obstacles faced by the waste bank program. This research utilizes a descriptive qualitative approach with data collection techniques including observation, interviews, and documentation. The findings reveal that there are four distinct roles among stakeholders. Through role analysis, it becomes evident that PT. Pegadaian acts as a facilitator, Mutiara Waste Bank serves as a coordinator and implementer, the Tuah Karya Village Community plays the role of an implementer, and Tuah Karya Village functions as a coordinator.

Keywords: stakeholder, waste bank, waste management

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1. Introduction

Indonesia is not exempt from environmental issues such as pollution (air, water, soil) and waste problems, which have adverse effects on public health. Among these issues, waste management has emerged as a prominent concern that draws widespread attention from the Indonesian population. Given the significant waste production, effective waste management is essential to prevent pollution.

In Pekanbaru City, waste management is an unavoidable issue. The increasing volume of waste has disrupted daily activities, as it has led to accumulations of garbage along roadsides, obstructing traffic flow. Improper waste disposal or littering in open areas contributes to soil pollution, which, in turn, affects waterways and soil quality.

To address this challenge and minimize waste, the Pekanbaru City government actively involves its residents in waste management and utilization efforts. One such initiative is the establishment of waste banks, aiming to reduce waste in the city. As part of this effort, a waste bank was established in the Tuah Karya village, inaugurated

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by PT. Pegadaian and the Department of Environment and Hygiene in November 2018, with operations commencing in 2019.

In the Tuah Karya Village waste bank program, waste is not managed on-site but is instead sorted into various types. When the waste collection reaches capacity, it is collected by organizations like PT. Pegadaian and then processed at a factory.

This program is essential to address the issue of uncollected waste, which often accumulates and emits foul odors, particularly as most of the waste generated by households in Tuah Karya consists of organic and inorganic materials. The community's hope is that the waste bank program will reduce waste piles, eliminate foul odors, improve the living environment, and provide an economic opportunity by involving the community in waste management.

The primary purpose of establishing this waste bank is to create a community that values environmental cleanliness, leading to prosperity, positive activities, and economic value. The presence of this waste bank serves as a means to reduce household waste volumes, minimize environmental impacts, and increase local residents' livelihoods through waste reuse.

The initiative to start the waste bank arose from concerns about trash littering rivers and waterways, particularly during heavy rains when the rivers were prone to overflowing. The Department of Environment and Hygiene emphasized the importance of maintaining cleanliness by not littering, in accordance with Pekanbaru City Regulation Number 8 of 2014 on waste management.

In 2022, the volume of waste in Pekanbaru City from January to December totaled 2,031,116.63 kilograms, indicating a high waste volume. The establishment of waste banks aims to reduce waste in Pekanbaru City.

Stakeholders have an important influence on the continuity of an organization or institution. Stakeholders are usually referred to as stakeholders, which is a phrase formed from 2 words, namely the words stake and holder. According to Maryono in (Nugroho, 2019) there are three types of stakeholders, namely:

Primary stakeholders are stakeholders who receive a direct impact from a particular plan or activity, these impacts can be positive and negative impacts, these stakeholders are usually heavily involved in the initial to final process of an activity.

Key stakeholders are stakeholders who have great authority and influence on the decision-making process in an organization or activity, therefore they are usually the ones who are fully responsible for the activity.

Secondary stakeholders, namely supporting stakeholders, are usually not directly involved in an organization or certain activities because they do not have a direct interest and influence in the program. but they have a role in supporting and providing advice / input to a program.

Stakeholders wield significant influence over the continuity of an organization or institution. The term “stakeholder” is derived from the combination of “stake” and “holder.” According to Maryono cited in [1], there are three types of stakeholders:

1. **Primary Stakeholders:** These stakeholders experience direct impacts, both positive and negative, from a specific plan or activity. They are typically deeply involved throughout the entire process of an activity, from its initiation to its completion.
2. **Key Stakeholders:** Key stakeholders possess substantial authority and influence in the decision-making process within an organization or activity. They are often fully responsible for driving the activity.
3. **Secondary Stakeholders:** Also known as supporting stakeholders, secondary stakeholders are not directly engaged in a particular organization or activity due to their lack of direct interest and influence in the program. However, they play a role in offering support and providing advice or input to the program.

Additionally, when considering the level of importance and influence, Gardener et al. (as cited in Nugroho, [1] classify stakeholders as follows:

1. **Subjects:** Stakeholders with a high interest but low influence.
2. **Key Players:** Stakeholders with both high interest and high influence.
3. **Followers (Crowd):** Stakeholders with low influence and low importance.
4. **Supporters (Contest Setter):** Stakeholders with low importance but high influence.

Other figures, including Nugroho [1] (as mentioned in [2], offer alternative perspectives on the roles of stakeholders:

1. **Policy Creators:** Stakeholders who participate in the decision-making process and shape specific policies.
2. **Coordinators:** Stakeholders tasked with coordinating the program with other involved stakeholders.
3. **Facilitators:** Stakeholders responsible for facilitating the interests of other stakeholders in a program, either physically or non-physically.

4. Implementers: Stakeholders entrusted with carrying out activities or programs in accordance with predetermined policies and decisions, targeting specific groups.
5. Accelerators: Stakeholders whose role is to support program implementation, ensuring effectiveness and efficiency in achieving the expected targets and objectives.

1.1. Stakeholder Analysis

Stakeholder analysis is a crucial process for mapping out the positions of stakeholders in activities planned or undertaken by public organizations. Conducting stakeholder analysis is essential to identify the parties or individuals who will collaborate in achieving a policy or program's objectives. Here are some of the benefits of stakeholder analysis, as highlighted by Wisnubroto:

1. Enhancing Program Success: Stakeholder analysis contributes to an increased likelihood of program success by involving relevant stakeholders from the outset.
2. Risk Mitigation: It helps minimize potential risks, such as program rejection or resistance to changes, by understanding stakeholders' positions and concerns.
3. Building Social Capital: Stakeholder analysis fosters the development of social capital, promoting positive relationships and cooperation among stakeholders.
4. Generating Ideas: It encourages the generation of fresh ideas for program development and improvement by involving diverse perspectives.
5. Clarity of Goals: Stakeholder analysis provides a clear understanding of the program's objectives, potentials, and challenges.

The Venn Diagram model is one method commonly used for conducting stakeholder analysis. It visually illustrates all potential relationships based on rational logic and hypotheses. Another method, based on the Power and Interest (PI) matrix, as outlined by Grimble and Wellard (as cited in Aisyah, Yusuf, & Lawelle, 2017), categorizes individual or group stakeholders into four categories:

1. High Power and High Interest (Dominant): These stakeholders possess significant power and influence, often serving as key players or central actors in a program, and they have dominant interests.

2. High Power and Low Interest (Contest Setter): Stakeholders in this category hold substantial influence but limited interest. They typically support programs without active involvement.
3. High Interest and Low Power: Stakeholders in this category exhibit high interest but lack significant influence.
4. Low Interest and Low Power: These stakeholders have minimal interest and influence in the program, often functioning as followers with little impact.

1.2. Waste Management

Effective waste management not only relies on the active participation of the community and businesses but also necessitates legal clarity, well-defined responsibilities, and the allocation of authority. This aspect is closely related to the provisions outlined in Law No. 8 of 2014 regarding waste management. This legislation governs waste management practices, delineates authority and its execution, and provides a framework for waste management efforts. The fundamental principle underlying waste management is the proactive prevention of waste generation and the efficient utilization of generated waste. Waste, in this context, encompasses the residual byproducts of daily human activities or natural processes, typically in solid form. This includes both general waste and specialized waste categories that require distinct management approaches.

Waste management in the Buah Karya sub-district is a shared responsibility that requires the involvement of multiple stakeholders. Each stakeholder must fulfill specific roles and responsibilities in waste management within the Buah Karya sub-district. Therefore, the question arises, "What is the role of stakeholders in the waste bank program in the Buah Karya sub-district?"

2. Methods

The research methodology employed is qualitative descriptive research. The study took place in Buah Karya Urban Village, Buah Madani Sub-District, Pekanbaru City, Riau. The research subjects included the residents of Buah Karya Urban Village, PT. Pegadaian, Buah Karya Urban Village, and Mutiara Waste Bank. This qualitative research approach utilized primary and secondary data collection methods, including direct observation, interviews, and document analysis.

3. Results and Discussion

3.1. Stakeholder Primer

People of Tuah Karya Village

The community of Tuah Karya Village plays a crucial role as the implementor of the waste bank program. Being the implementor signifies that the community assumes responsibility for conducting waste sorting activities within their respective areas. This process involves several steps, beginning with individual households independently sorting their waste. Subsequently, residents transport the sorted waste to the waste bank, where it undergoes further weighing, sorting, and either delivery to collectors or transformation into handicrafts (specifically using waste that remains usable).

Engaging the community as implementors is essential for these activities to be successful. However, it is worth noting that not everyone in the community may share the same level of awareness and concern regarding environmental issues. Therefore, it requires the collaborative effort of multiple stakeholders to promote awareness of environmental protection and encourage active participation within the community.

Key Stakeholder

b) Waste Bank Mutiara

The Waste Bank plays a pivotal role as a key stakeholder and coordinator (Key Player) in the waste sorting program of Tuah Karya Village. The Waste Bank serves as the parent organization overseeing the implementation of waste sorting activities across various RWs within the Tuah Karya area. Their responsibilities encompass coordinating and the consistent execution of the waste sorting program on a monthly basis. The specific activities associated with the Waste Bank's role include:

1. Planning and managing the waste sorting program.
2. Coordinating all activities related to waste sorting in Tuah Karya Village.
3. Conducting activities related to ensuring the waste sorting program, including the collection of sorted waste from the community and subsequent delivery of the sorted waste to designated collectors.

c) PT. Pegadaian Kanwil II Pekanbaru

PT Pegadaian serves as both a coordinator and facilitator in this context. The research findings indicate that PT Pegadaian actively supports and promotes waste management activities, particularly by collaborating with the village and engaging in community

outreach. Initially, the community displayed a fair amount of enthusiasm in response to these efforts. However, it is worth noting that the implementation of socialization activities occurred primarily at the outset of the program, and subsequent monitoring by PT Pegadaian was limited.

Nonetheless, PT Pegadaian continues to demonstrate its commitment to supporting and facilitating the waste sorting program. This involvement includes serving as a collector of sorted waste from the Mutiara Waste Bank, showcasing their ongoing dedication to the initiative.

d) Tuah Karya Village

Tuah Karya Village as the program coordinator. Has a role in coordinating the waste sorting program together with the waste bank in Tuah Karya urban village. Supervising the implementation of the waste sorting program in Tuah Karya urban village, proposing needs to the waste management institution, the urban village is also unable to maximize its role, even though the urban village has a coordinating role, the urban village as a village government is less active and quick to coordinate with the waste bank. and the community. supervision and helping to propose the needs of waste sorting infrastructure are still insignificant,

supervision and help propose the needs of waste sorting infrastructure is still insignificant.

Tuah Karya Village serves as the program coordinator, with the responsibility of overseeing the waste sorting program in collaboration with the Waste Bank in Tuah Karya Urban Village. Their roles encompass supervising the program's implementation within the urban village, identifying and presenting requirements to the waste management institution. However, the urban village has not fully maximized its coordinating role.

Regrettably, the urban village, functioning as a local government entity, has shown limited activity and promptness in coordinating efforts with both the Waste Bank and the community. Their supervisory role and assistance in proposing the necessary waste sorting infrastructure needs have remained relatively insignificant. There is a pressing need for greater involvement and support from the urban village to enhance the effectiveness of the waste sorting program.

The researcher has employed a matrix to categorize the stakeholders of the waste bank program into four distinct categories. The first category comprises the key actors, consisting of the Waste Bank itself. Key players exhibit a high level of interest and active involvement in the program. The Waste Bank, being the driving force behind the waste sorting program in Tuah Karya Urban Village, demonstrates a strong commitment to

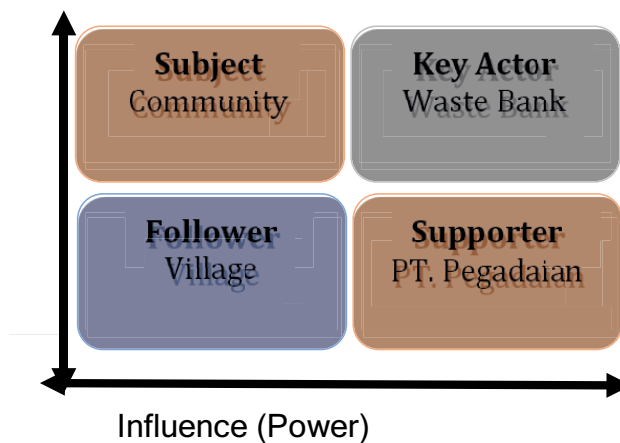


Figure 1: Mendelow Matrix of Waste Sorting Program Stakeholders.

addressing the issue of accumulated garbage in the surrounding area. Additionally, the Waste Bank actively engages the community and serves as a pioneer in waste sorting.

The second category includes the heads of RT/RW (neighborhood and community unit leaders) who also have significant power in the program's implementation. Their influential roles as leaders within the community and neighborhoods are pivotal. Often, the successful execution of waste sorting activities requires the assistance and cooperation of the heads of RT/RW to encourage active participation from the local community in Tuah Karya Village.

The third category comprises the community itself, which plays a vital role in supporting the waste bank program's successful implementation. However, there are challenges in garnering active participation and engagement from the community. Not all individuals possess the same level of awareness and concern regarding waste bank management efforts. Consequently, some community members only become followers of the program, lacking both interest and influence.

The fourth and final category consists of the followers or "Crowd," represented by Tuah Karya Village. In this context, Tuah Karya Village serves as a stakeholder with minimal interest and influence in the program. Their limited direct involvement in the initiative results in their lack of significant interest and participation. The village, functioning as the local government, primarily plays a monitoring, supervisory, and advisory role. However, there is a dearth of substantial engagement and a low level of concern regarding the various activities and requirements of the waste sorting program.

3.2. Inhibiting Factors of the Waste Bank Program in Tuah Karya Village

1. Lack of Community Participation

The analysis of the community stakeholders' roles in implementing the waste sorting program reveals that the community functions as the subjects responsible for executing policies or programs established by other stakeholders. In this context, the community is tasked with actively participating in the waste sorting program in Tuah Karya Village. However, it is evident that community involvement is still lacking.

This deficiency is evident when considering that there are 300 households in the area, but only 172 households are actively participating in the program. This number represents a relatively small portion of the community. Some residents are unaware of the existence of the waste bank in Tuah Karya Urban Village, while others have discontinued their participation in the waste sorting program. The lack of active participation can be attributed, in part, to the limited engagement and communication efforts by the local government, specifically the village authorities, who have been less active in coordinating and disseminating information to the RT/RW (neighborhood and community unit leaders). Consequently, some residents have opted not to participate in the program.

2. Limited Facilities

The Waste Bank's facilities, in terms of quantity, remain limited. Currently, there is only one motorcart available as a vehicle for waste transportation, which is mainly used by PT Pegadaian for manual waste transportation in small quantities. Additionally, there is only one computer and one building provided by PT Pegadaian for the waste bank. It is worth noting that the existing vehicle is showing signs of wear and tear, indicating the need for a replacement.

4. Conclusion

Stakeholder Analysis

Through interviews and observations, it was determined that the community serves as the implementer (program subject), Mutiara Waste Bank fulfills the roles of coordinator and implementer, PT Pegadaian acts as a facilitator, and Tuah Karya Village takes on the responsibilities of coordinator and facilitator in the waste management program.

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Factors that hinder

Obstacles to the program include the limited participation of the Buah Karya Village community, resource constraints, and limited infrastructure. These factors impede the waste sorting program, resulting in the continued presence of garbage piles in the area. These piles emit unpleasant odors and frequently disrupt motorists. It can be concluded that the waste sorting program in Buah Karya Village has not been fully optimized.

Suggestions for Waste Bank Program Stakeholders

To enhance the effectiveness of the waste bank program in Buah Karya Village, it is recommended to establish robust communication and transparency between internal and external stakeholders. PT Pegadaian and Buah Karya Village should consistently offer substantial support to the waste banks. Additionally, waste banks should explore collaborations with the government for product marketing and seek guidance on waste sorting to improve their visibility. Developing clear Standard Operating Procedures (SOPs) for waste sorting within waste banks is also essential for their efficient operation.

Suggestions for the community

Encouraging the community to be more environmentally conscious, particularly regarding waste management, is crucial. It is important to motivate active participation in waste management activities and discourage littering to preserve the environment of Buah Karya Village and prevent negative consequences.

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