



**IMPLEMENTATION OF STRATEGIC MANAGEMENT FOR WASTE MANAGEMENT IN  
KALABAHİ CITY  
(A Case Study at the Environmental Service of Alor Regency)**

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**ABSTRACT**

This research aimed to explain and analyze (1) the formulation of waste management strategies in Kalabahi City; (2) the implementation of waste management strategies in Kalabahi City; and (3) the control of waste management strategies in Kalabahi City. This research used a qualitative approach with a case study method. Using a purposive technique, the research location was determined to be conducted at the Environmental service of Alor Regency. The focus of this research is the implementation of strategic management with sub-research focusing on: (1) Strategy formulation, (2) Strategy implementation, (3) Evaluation/control of strategy. Informants were determined using a purposive technique. Data were obtained from both primary and secondary data sources, collected using interview, documentation, and observation techniques to be further analyzed using the Miles and Huberman analysis technique. The research results were then validated using triangulation techniques.

The research results indicate that the development of strategies by Alor Regency's Environmental Service in waste management needs to consider its strengths, weaknesses, opportunities, and threats. Based on the research findings, the current strengths of Alor Regency's Environmental Service are the quantity of employees and their high work motivation. Meanwhile, the weaknesses of Alor Regency's Environmental Service are the limited budget and the lack of operational support facilities. The opportunities currently available to Alor Regency's Environmental Service include the construction of a new landfill (Final Waste Disposal Site – TPA) with more advanced waste management facilities, which can provide more options for waste management innovation. Additionally, the new budgeting period can also be a good opportunity to convince stakeholders to allocate funds for the Environmental Service's programs. On the other hand, Alor Regency's Environmental Service also faces threats, such as low public knowledge and awareness of waste disposal and management, overlapping organizational structures in waste management and transportation, and inadequate attention to worker safety.

Keywords: Management, Strategy, Strategic Management, Waste Management

**BACKGROUND**

Waste management data in Alor Regency from 2014 to 2020 is still relatively low. As shown in Table 1, the volume of waste production increases regularly every year, with a significant surge occurring in 2017. The annual increase changes were 0.81% in 2015, 0.87% in 2016,



a substantial increase of 39.74% in 2017, 1.87% in 2018, 5.62% in 2019, and 3.78% in 2020.

Table 1. Waste Management in Alor Regency based on Waste Production Volume, Handled Waste Volume, and Conditions from 2014-2020

Year	Waste Production Volume (M <sup>3</sup> )	Handled Waste Volume (M <sup>3</sup> )	% Handled Waste Volume
2014	51,899	1,350	2.60
2015	52,318	1,463	2.80
2016	52,771	1,544	2.93
2017	73,742	1,607	2.17
2018	75,123	1,831	2.28
2019	79,345	2,234	2.67
2020	82,345	2,371	2.97
Average	58,443	1,542	2.30

Data Source: Environmental Service of Alor Regency, the Condition of July, 2021.

The percentage of waste production volume each year is quite high, but the amount of handled waste is still very low. The percentage of waste management is still below 3%, meaning that more than 97% of waste production is not managed. In other words, waste management in Alor Regency still has problems which can be viewed from various perspectives. Researchers see it from the perspective of strategic management. As a large organization, the Alor Regency Government through the Environmental Service requires good strategic management to address the existing waste problems in Alor Regency. Strategic management itself is an important component in the implementation of an organization or company. With the implementation of strategic management, an organization can operate accordingly with the stages designed to meet the needs of the organization.

Several previous studies have been conducted on strategic management and waste management. One of them was conducted by Dewi Ariefahnoor, Nurul Hasanah, and Adhi Surya (2020) on "Waste Management in Gudang Tengah Village through Waste Bank Management". Both the previous and current studies share a similar view on waste management concepts. The difference lies in the research objectives. The previous studies focused on waste management through waste bank management while the current studies examine the application of strategic management in waste management. Besides, different research methods, such as approaches, time settings, and research locations, are also factors contributing to the different research outcomes of both studies. The research findings show that the concept of Waste Bank Management can be applied effectively, raising public awareness that waste can have economic value by exchanging plastic waste per kg for money (rupiah) through a Waste Bank.

Strategic management has become important for Alor Regency, particularly for the Environmental Service of Alor Regency, due to the persistently low level of waste management despite the high volume of annual waste production. The aim of this research is to explain and analyze the implementation of strategic management in waste management in Kalabahi City, Alor Regency.

## LITERATURE REVIEW



## **Public Management**

Noor (2014) refers Public Management as government management, which means that public management also intends to plan, organize, and control services to the public. Meanwhile, Public Management according to Shafritz and Russel (in Keban, 2008:93) is an individual's effort to be responsible for running an organization and utilizing resources (people and machines) to achieve organizational goals.

According to Overman (in Keban, 2004:85), public management is not "scientific management" although it is heavily influenced by "scientific management". Public management is not "policy analysis" or public administration, reflecting the pressures between policy political orientations on the other side. Public management is an interdisciplinary study of general aspects of organizations and constitutes a combination of management functions such as planning, organizing, and controlling on one side with human resources, finance, physical, information, and political aspects on the other side.

## **Strategic Management**

Strategic management can be defined as the art and knowledge of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its goals. As referred to as this definition, strategic management focuses on efforts to integrate management, marketing, finance/accounting, production/operations, research and development, and computer information systems to achieve organizational success. The goal of strategic management is to exploit and create various new and different opportunities for tomorrow (David, 2010: 5).

Therefore, strategic management is related to the process of generating strategic plans and policies as embodiments of applied strategies that function to achieve the company's long-term and short-term goals. It serves as a proper planning process with stages of formulation, implementation, and regular evaluation that can be used as an improvisation tool for the performance, achievement, and competitive advantage of the company. Thus, strategic management is a crucial process for companies in creating effective strategies and has leverage for achieving maximum company goals.

In strategic planning, there are three important stages that cannot be skipped by companies when planning their strategy, namely strategy formulation, implementation, and evaluation (David, 2010:6). Each of the stages of strategic planning is further explained as follows:

1. Strategy formulation is the initial stage where the company establishes its vision and mission, conducts a thorough analysis of internal and external factors of the company, and sets long-term goals that will later be used as a reference to create alternative business strategies, one of which will be chosen and established according to the company's conditions.
2. Strategy implementation is the step where the strategy, which has gone through a rigorous identification process regarding external and internal environmental factors and adjustment of company objectives, begins to be implemented in intensive policies. Each division and functional area of the company collaborates and works according to their respective tasks and policies.

3. Strategy evaluation is the final stage after the strategy has been applied in real practice, where its effectiveness towards the company's expectations and goals is evaluated. This evaluation is done by measuring the success factors or achieved indicators and evaluating the performance success of the strategy for future formulation and implementation to be better and more effective.

Those stages have key activity details that will clarify the process of strategic planning in the company, as shown in the comprehensive strategic management model (David, 2010:7).

Strategic management is a set of managerial decisions and long-term decision-making actions within a company. This includes environmental analysis (external and internal environment), strategy formulation, strategy implementation, and evaluation and control (Wheelen and Hunger, 2012:53).

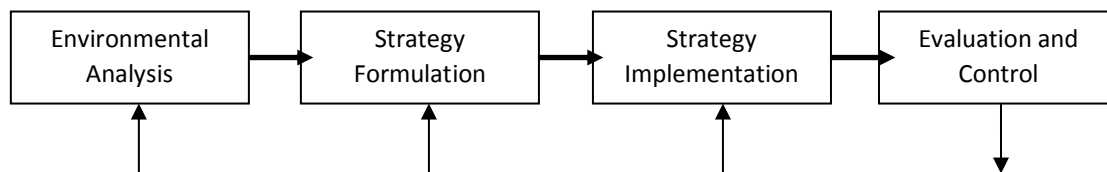


Figure 2.2. Strategic Management Stages (Wheelen and Hunger, 2012:63)

From the above picture, it can be seen that in strategic management, there is an interaction and interdependence from the first stage to the end. Strategic management can be viewed as a process that includes a number of related and sequential stages (Kuncoro, 2006:13). The process of strategic management is dynamic and is a set of commitments, decisions, and actions taken by a company or organization to achieve strategic competitiveness and generate above-average profits (Kuncoro, 2006:13). From the stages of the strategic management process, it can be concluded that strategic management is a set of decisions and actions that result in the formulation and implementation of plans designed to achieve the goals of a company. Strategic management involves long-term future-oriented decision-making and is complex and resource-intensive, thus the participation of top management is crucial (Pearce & Robinson, 1997:21).

## RESEARCH METHOD

This research used a qualitative approach with a case study research design. Using a purposive technique, the research location was determined to be conducted at the Environmental service of Alor Regency. The focus of this research is the implementation of strategic management with sub-research focusing on: (1) Strategy formulation, (2) Strategy implementation, (3) Evaluation/control of strategy. Informants were determined using a purposive technique. Data were obtained from both primary and secondary data sources, collected using interview, documentation, and observation techniques to be further analyzed using the Miles and Huberman analysis technique. The research results were then validated using triangulation techniques.

## RESEARCH FINDINGS AND DISCUSSION

### Development of Strategy



The implementation of strategies in this research includes providing annual operational facilities, making organizational policies, motivating members, and allocating resources so that the established strategy can be implemented. The implementation of strategies as mentioned above can be seen from the operational waste management activities in Kalabahi City. The above research findings have described and explained the waste management in Kalabahi City.

Furthermore, to develop an appropriate strategy to be implemented by the Environmental Agency in waste management implementation, a SWOT analysis was performed on discussing the findings of this research. SWOT analysis is a strategic planning method used to evaluate Strengths, Weaknesses, Opportunities, and Threats that occur in a project or in a business enterprise, or evaluate product lines or competitors. To conduct the analysis, business objectives or objects to be analyzed are determined. Strengths and weaknesses are grouped into internal factors while opportunities and threats are identified as external factors (Rangkuti, 2014).

According to Pearce and Robinson (1997), SWOT stands for the Strengths and Weaknesses of a company's internal factors as well as Opportunities and Threats in the environment faced by the company. SWOT analysis is a systematic approach to identify factors and strategies that best describe the match among them. This analysis is based on the assumption that an effective strategy will maximize strengths and opportunities and minimize weaknesses and threats. If applied accurately, this simple assumption can significantly influence the designing of a successful strategy.

This analysis can logically help the decision-making process related to the company's vision, mission, and goals. Therefore, SWOT analysis can be used as an effective tool to analyze the factors that affect the company as part of the decision-making process to determine strategy. The research findings have been outlined and categorized into SWOT analysis for ease of understanding, as follow:

Table 4.3.1.1. SWOT Analysis of Alor Regency's Environmental Service

<b>(Strength)</b> <ul style="list-style-type: none"><li>• Number (Quantity) of Employees</li><li>• Employee Work Motivation</li></ul>	<b>(Weakness)</b> <ul style="list-style-type: none"><li>• Limited Budget</li><li>• Lack of Facilities and Infrastructure</li></ul>
<b>(Opportunity)</b> <ul style="list-style-type: none"><li>• Construction of a New Landfill (Final Waste Disposal Site - TPA)</li><li>• New Fiscal Year</li></ul>	<b>(Threat)</b> <ul style="list-style-type: none"><li>• Public Littering Behaviour</li><li>• Overlapping Government Organizational Structures in Waste Management</li><li>• Inadequate Attention to Worker Safety</li></ul>

Source: Processed from the research results by the researchers

Based on the research results, the SWOT analysis of Alor Regency's Environmental Service can be described as shown in the table above. In addition, based on the research results, the currently-used strategy is waste collection strategy in which sanitation workers will collect the waste at designated collection points in every household and public building with the available fleet of trucks. Furthermore, the strategy to be implemented in the following year is to socialize waste management behavior to the public to provide sufficient knowledge to the





community so that they are able to manage waste properly. With this strategy, the community is expected to have a much better awareness of waste disposal behavior so that it will not pollute and damage the environment. In the higher stages, the community hopefully can be more creative in managing waste, such as recycling unused items to provide new economic value. Ultimately, it is expected that waste can also become a new source of income for the community in Kalabahi City.

Considering the strengths and weaknesses, it is necessary to improve the quality of the strengths and address the weaknesses by allocating a new budget for the operational activities of the Environmental Service and optimally procuring new waste management and transportation facilities for the Alor Regency's Environmental Service. Furthermore, with the inauguration of the new landfill (Final Waste Disposal Site - *TPA*), waste management should be more innovative and not merely carried out through incineration. In the preparation of the new budget, the leaders of the Environmental Service must be able to convince that the addition of the budget for the financing post of the Environmental Service greatly matters. Meanwhile, fast and serious handling is highly needed in order to be able to handle the threats occurred, such as socialization to the community, adjustment of organizational structures, and procurement of work safety equipment for employees.

### The Implementation of Strategy

The implementation of strategies in this research includes providing annual operational facilities, making organizational policies, motivating members, and allocating resources so that the established strategy can be implemented. The implementation of strategies as mentioned above can be seen from the operational waste management activities in Kalabahi City. The above research findings have described and explained the waste management in Kalabahi City.

The current strategy implemented by the Environmental Service of Alor Regency has not yet provided Temporary Disposal Sites (*TPS*) for the public to dispose of their waste, which will then be transported to the Final Waste Disposal Site (*TPA*).

The absence of *TPS* is deemed inappropriate as it leads to the community's littering behavior (disposing of their waste indiscriminately). However, many people feel disturbed if a *TPS* is built around their residential area. Furthermore, the people of Alor are still too lazy to dispose of their waste in *TPS* compared to leaving it in front of their houses. From the perspective of the sanitation workers, it is also challenging to implement *TPS* without supervision or self-awareness from the community in disposing of different types of waste in *TPS*. Based on this experience, **the workers are concerned** that all types of waste, including human waste, will be thrown away in *TPS* by the public, and waste is more commonly discarded outside of *TPS* than inside it.

Based on the aforementioned conditions, the waste management and transportation strategy currently implemented by the Environmental Service of Alor Regency is to collect the waste at designated collection points in every household or public building. This strategy has been implemented for quite a long time, so it has become a habit for the community to place their waste in bags or plastic containers in front of their houses, to be picked up by personnel from the Environmental Service using waste trucks and taken directly to the landfill (Final Waste Disposal Sites – *TPA*). This system has become a culture in the Alor community so that, as the research findings, it would be difficult to change this behavior pattern.

However, this waste collection system is not implemented throughout Alor Regency. The waste management and transportation services are only provided in Teluk Mutiara



District and its surroundings. In addition to the limited-service area, waste management and transportation services are not provided publicly or to the entire community but only to those who have become customers of the Environmental Service. Therefore, the waste processed and transported is those from the community or public places that have become customers of the Environmental Service's services.

Seen from the waste management and transportation system currently implemented by the Environmental Service of Alor Regency, it is clear that the concept currently being adopted by the Service is the New Public Management (NPM) concept with its efforts to make bureaucracy entrepreneurial. In this case, making the community as customers means that services are only provided to those who pay and become customers. The characteristics of NPM widely applied by various countries include professional management handling, the existence of performance standards and measurements, emphasis on output monitoring and entrepreneurial management, division of work units in the public sector, competition in public services, emphasis on private sector style in management practices, greater emphasis on discipline and sparing use of resources, emphasis on the role of public managers in providing high-quality services, demands for measurement and reward of individual and organizational performance, as well as the provision of human resources and technology needed by managers to achieve performance targets.

David Osborne and Ted Gaebler (1992) emphasized the need for efforts to transform to entrepreneurship and entrepreneurial spirit, especially in the face of increasingly scarce public resources. It requires the government to shift from a bureaucratic model to an entrepreneurial model. Therefore, government management that implements the principles of New Public Management (NPM) is highly oriented towards the entrepreneurial spirit, with managerialism applying business-style approaches to government organizations and public services.

Nevertheless, in many ways, governments often misinterpret and overuse NPM. The principle of "Enterprising Government" as one of the NPM principles, suggesting that governments should innovate in creating new sources of revenue, is often misinterpreted. Many forget that the principles of NPM must be applied as a whole and cannot be selectively applied. As a result, the principle of "Government Oriented towards the Public" is often neglected. This has led to excessive commercialization and privatization. Furthermore, this misinterpretation has not made the government more productive, efficient, or effective. Instead, they have created new opportunities for corruption and decreased the quality of public services. Therefore, government innovation or creativity in creating productive new sources of funding must also prioritize the principle of prime public services.

NPM is considered not to provide well-being and even seeming unfair in providing services to the public. As citizens, the public should receive equal services. In this regard, New Public Service (NPS), seen as a criticism of the Old Public Administration (OPA) and New Public Management (NPM) paradigms, emerges. Alor Regency's government, through the Environmental Service, is expected to shift from the current New Public Management paradigm to the new paradigm of New Public Service. By considering the public not as customers but as public servants, the Environmental Service should be able to position the public as the object to which the government is obliged to serve them without regarding to payment status or treating the public as consumers.

To enhance democratic public services, the concept of "The New Public Service (NPS)" promises real changes to the previous government bureaucracy condition. The



implementation of this concept requires the courage and willingness of government officials, as they will sacrifice time and energy to influence all existing systems. The alternative offered by this concept is that the government must listen to the public's voice in managing the government system. Although it is not easy for the government to do this after so long of behaving arbitrarily toward the public, in this paradigm, everyone is involved, and no one is just a spectator. Denhardt & Denhardt's idea of New Public Service (NPS) emphasizes that the government should not be run like a company but should serve the public democratically, fairly, equally, non-discriminatorily, honestly, and accountably. Here, the government must guarantee the rights of the public and fulfill its responsibilities to the public by prioritizing the interests of the public. "Citizens First" should be the government's motto or slogan (Liza, 2002: 7).

New public service (NPS) is a type of public service developed based on efforts to meet and accommodate the values, needs, and interests of the public. These are defined through a rational public dialogue process with political, economic, and organizational considerations. In this concept, public bureaucracy is required to transform itself from government to governance so that public administration will appear more powerful in explaining contemporary issues arising in public discourse. Moreover, public bureaucracy not only concerns government elements but also all issues related to public affairs and public interest (Widiyarta, 2012: 4).

To establish and serve the people of Alor with the new NPS paradigm, Alor Regency's government through the Environmental Service needs to implement the right strategies by addressing weaknesses, maximizing strengths, overcoming threats, and optimizing opportunities to deliver prime services to the people of Alor Regency.

### **Strategy Evaluation/Control**

The evaluation or control of strategy referred to in this research includes efforts to monitor all results of the creation and implementation of strategies, including measuring individual performance and changes and taking corrective actions if necessary.

Evaluation is an ongoing activity in strategy control. Meanwhile, strategy control is a systematic effort of management to achieve goals by comparing performance with the initial plan and then taking corrective actions on the significant differences between them.

One way to measure strategy is by aligning its strengths with the opportunities available in the environment and aligning its various administrative systems by considering the 7S (strategy, structure, system, style, shared value staff, and skill).

A very important factor in Strategy Evaluation is done with the SWOT approach or the role approach (policy, strategic, and functional) to determine: 1) Quantity, quality, and availability, 2) Dominance, integration, and uniqueness, 3) Position and dependence.

In addition, it is also necessary to consider economic, political, social, cultural, and historical factors that create differences in understanding, perspectives, and definitions. Also, the internal organizational environment, external environmental factors, and internal employee factors need to be taken into account.

The research findings have shown that the Environmental Service of Alor Regency has evaluated and controlled strategies through direct (field) and indirect (documentation) evaluations. There are also daily evaluations and routine evaluations conducted every three months.





However, the research findings have also indicated that there is no target volume of waste used as a performance benchmark for the Environmental Service of Alor Regency. The management of data on the waste volume held by the Environmental Service is incomplete and inaccurate. The Service has been aware of the existing deficiencies but has not had the opportunity to gain the necessary strength to overcome the issue. This suggests that despite carrying out supervision and evaluation, they have not been able to provide feedback to the Environmental Service of Alor Regency to improve its performance.

## CONCLUSION

Based on the results of the research and discussion that have been presented in the previous chapter, several conclusions can be drawn from this study, including

1. The development of strategies by Alor Regency's Environmental Service in waste management needs to consider the strengths, weaknesses, opportunities, and threats. Based on the research findings, the strength of Alor Regency's Environmental Service is currently the quantity and the high work motivation of employees. Meanwhile, the weakness of Alor Regency's Environmental Service is the limited budget and the lack of operational support facilities. The opportunities currently available to Alor Regency's Environmental Service include the construction of a new landfill (Final Waste Disposal Site – TPA) with more advanced waste management facilities, which can provide more options for waste management innovation. Additionally, the new budgeting period can also be a good opportunity to convince stakeholders to allocate funds for the Environmental Service's programs. On the other hand, Alor Regency's Environmental Service also faces threats, such as low public knowledge and awareness of waste disposal and management, overlapping organizational structures in waste management and transportation, and inadequate attention to worker safety.
2. The current strategy implemented by Alor Regency's Environmental Service is the waste collection system. In practice, the community has not yet been provided with Temporary Disposal Sites (TPS) to dispose of their waste. They still leave and place their waste at a designated collection point in their houses to be then collected and transported by waste collectors. However, not all of the people receive waste collection services at their households' or public buildings' waste points. Only those who become customer of the Environmental Service are served.
3. Evaluation and control of the strategy have not been maximally carried out because it is unable to provide feedback on improving the performance of Alor Regency's Environmental Service.

## Recommendations

Based on the results, discussion, and conclusions presented previously, the researchers offer several recommendations as follows:

1. In formulating strategies, the Environmental Service of Alor Regency needs to clearly identify its strengths, weaknesses, opportunities, and threats. By having a clear understanding of these components, the Service can maximize its strengths, overcome weaknesses, optimize opportunities, and minimize threats. In addition, with a well-informed strategy, the Environmental Service of Alor Regency can achieve maximum performance.



2. The current approach to public services by the Environmental Service of Alor Regency, which still adheres to the New Public Management paradigm, needs to be revised. Public services cannot treat citizens as customers, as this can result in uneven service provision. Instead, the Service should adopt a new paradigm, known as New Public Service, which treats citizens as the public being served without differentiation. Thus, the Service needs adequate resources to perform its public service function fully and comprehensively.
3. Local leaders at both the Service and Regency levels must provide adequate budget allocations for the Environmental Service of Alor Regency to carry out its functions optimally. Besides, facilities and infrastructure should be improved to support the Service's staff quantity power. With the increasing number of waste management fleets and intensive socialization, the waste management in Kalabahi City can be significantly improved.

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