

## Implementation of Waste Management Policy in Simokerto District, Surabaya City

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### ARTICLE INFO

*Keywords:* Waste Management, Cleanliness, Environment

*Received :* 13, November  
*Revised :* 27, November  
*Accepted:* 24, December

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### ABSTRACT

Environmental problems, including the waste problem, have become a serious challenge in many countries, including Indonesia. Every day, humans produce waste from various activities, which has not been completely resolved. This study aims to analyze waste management policies in the city of Surabaya, using a qualitative method based on Edward III's theory which includes four indicators: Human Resources, Information, Authority, and Facilities. The results show that even though the policy has been running well, there are still people who have not maintained cleanliness and understood waste management properly.

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## **INTRODUCTION**

Indonesia, as the fourth most populous country in the world, reached 278.7 million people in 2023, an increase from 275.77 million people in the previous year. This rapid population growth has the potential to create an imbalance between population and natural conditions, which can lead to resource shortages and various problems, including environmental pollution. Pollution in urban areas has become a common phenomenon, so concrete and effective solutions are needed to overcome it.

The waste problem in Indonesia has reached an alarming level, especially from household waste that has not been properly managed. Based on Regulation Number 18 of 2008, waste is divided into organic and inorganic waste. Organic waste comes from living things and is divided into wet and dry organic waste, while inorganic waste includes recyclable or hazardous materials (Clasissa Aulia et al., 2021). Waste problems include three aspects: downstream (increased disposal), process (limited management), and upstream (suboptimal final treatment system) (Mulasari et al., 2016). Factors inhibiting waste management include population density, socio-economy, environmental characteristics, and community behavior (Sahil et al., 2016). and human consciousness also holds important role in managing waste. If you look at the current conditions, society has not many know how to manage and utilize waste. (Alim, Jovan Adriel et al., 2020).

Waste management in Indonesia is divided into two: household waste management and similar waste, and specific waste management that is the responsibility of the government. Household waste management includes waste reduction and handling, including restriction, recycling, and reuse. Each party, such as the central government, regional governments, business actors, and the community, has their own role. Waste handling includes sorting, collecting, transporting, processing, and final processing. The government is obliged to finance waste management through the State Budget/Regional Budget and can compensate people who are negatively affected by waste management, such as relocation, environmental restoration, and health costs.

The waste problem includes social and technical aspects, in accordance with Republic of Indonesia Regulation No. 18 of 2008 (Yuni Puspitawati, 2012), and requires integrated management that involves the community, as waste mostly comes from their activities. The community paradigm of correct waste management is very important to overcome the problem of urban waste (Abdimas et al., 2020). Although government policies, such as Surabaya City Regional Regulation Number 1 of 2019, have been implemented to manage waste in an integrated manner, the low awareness of the community in disposing of waste is still an obstacle. Increased awareness and environmentally sound management are needed to address this problem.

The implementer of Surabaya City Regional Regulation Number 1 of 2019 concerning waste management is the Surabaya City Government through various related agencies, such as the Environment Agency, Spatial Planning Office, Public Works Office, and others. They are responsible for carrying out and supervising waste management activities in accordance with the local regulation.

The main goal of Surabaya City Regional Regulation Number 1 of 2019 is to increase the efficiency and effectiveness of waste management in the city of Surabaya.

The main goal of Surabaya City Regional Regulation Number 1 of 2019 is to create a clean, healthy, and sustainable environment through good and regular waste management. This Regional Regulation came into effect on January 10, 2014 and was updated in 2019 to adjust to the condition of Surabaya as the second largest city in Indonesia. The update includes waste management through *TPS 3R*, which manages waste according to its type for recycling. This Regional Regulation binds all parties in Surabaya in carrying out effective waste management.

Based on Article 2 paragraph 1, the scope of waste management includes household waste, household waste, and specific waste. This research focuses on household waste, which is described in Article 1 paragraph 2 as waste from daily activities in the household, except for feces and specific waste. At *TPS 3R*, 30 percent of waste is managed or recycled, while 70 percent cannot be processed. There are also stages and targets for the city of Surabaya, which refer to the following table.

Table 1 Stages of Waste Development in Surabaya City

It	Sistem	Existing service coverage (%)	Service coverage target (%)	
			Short	Intermediate
1.	Waste Reduction	4,8%	28,18%	35,29%
2.	Waste Handling	93,5%	71,82%	64,71%
3.	Unmanaged Waste	1,7%	0,0%	0,0%

Source : Surabaya City Sanitation Strategy 2022-2026

According to Table 1.1, the results of waste management in the city of Surabaya have exceeded the set target, but the level of waste reduction is still low. The short-term target for waste reduction is 28.18%, while the current achievement is only 4.8%. However, in fact, the waste reduction is more than 4.8% because every day 1,700 tons of waste enter the Benowo Landfill, where 1,000 tons are processed through gasification and 700 tons are landfilled. The city of Surabaya has 190 garbage disposal sites, 9 *TPS 3R*, 26 Compost Houses, and 364 Waste Banks, all of which are in operation.

Table 2 Waste Data of Simokerto District

No	TPS Name	Waste Weight (tons/day)		
		2021	2022	2023
1	Ps.Simolawang	15.37586	13.45871	11.00989
2	Ps.Kapasan	1.595836	1.896822	1.501068
3	Tambak Rejo	45.90888	44.5963	48.44389

Source : Environmental Agency 2024

The table above shows that Tambak Rejo Village in Simokerto District is an area with a high population density and is of special concern to the Ministry of Environment and Forestry, because the daily volume of waste exceeds the capacity of the landfill (*TPS*). This problem, which has been discussed by researchers regarding the amount of waste in several polling stations in the city of Surabaya, must be immediately addressed by the Surabaya City Government. Various steps have been taken by the government to address this waste problem, and the result is several awards from the Ministry of Environment and Forestry in March 2024.

To overcome the waste problem, local governments are trying to improve the waste management system by developing infrastructure, conducting environmental awareness campaigns, improving recycling programs, and implementing strict regulations related to household waste management. The active involvement of the community in realizing the importance of good waste management is also the key to success. The more individuals involved, the greater the opportunity to create a clean and sustainable urban environment. Surabaya City Regional Regulation Number 1 of 2019 aims to deal with waste problems in the city of Surabaya, especially in Simokerto District, where household waste management is still ineffective. Improper handling can result in health problems and environmental pollution. Effective waste management policies can protect public health and reduce the impact of climate change, especially by reducing, recycling, and managing waste efficiently to reduce the waste of natural resources.

The Surabaya City Environmental Agency acts as an implementing organization that has the authority to carry out supervision and coaching through policy socialization in the city. However, research conducted by (Abdimas et al., 2020) shows that the structure and functions of the organization have not operated properly, and the interaction between the three parties involved is also ineffective. The network approach in strategic partnerships by the Environment Agency has not been able to establish effective cooperation with related OPDs. In addition, the synergy of the Environmental Agency is considered less than optimal because it does not sufficiently affect the behavior of other parties related to policy implementation. For this reason, this study adopts a qualitative approach to obtain a clearer picture and more valid data regarding the Implementation of the Waste Management and Environmental Hygiene Program in Tambak Rejo Village, Simokerto District, Surabaya City.

As the previous researcher did, namely (Firdausi & Nawangsari, 2021) who conducted research on The management of the Environmental Agency in Waste Management in Bangkalan with the results of the Planning Function, has been carried out in accordance with the procedures in which the objectives have been set, as well as targets for the procurement of meetings or meetings, as well as short, medium, and long-term planning. In accordance with Regent Regulation Number 44 of 2016 concerning the position, organizational structure, duties and functions as well as the work procedures of *DLH* Bangkalan, the organizational function has been carried out well. As well as what was done

(Ismanto & Syam, 2020) and (Komaruddin et al., 2023) which discusses waste management policies.

George C. Edward III stated that there are four factors that affect the success or failure of the implementation of a policy: 1) resources, which are the parties that determine the implementation of the policy; 2) communication, which includes the process of delivering information from policymakers to implementers; 3) disposition, which consists of the dimensions of bureaucratic appointment and incentives; and 4) bureaucratic structure, which functions in implementing the policy. Research on the implementation of household waste management policies in Simokerto District has an important impact on the environment, public health, and sustainable development. It is hoped that the results of this study can provide a clearer understanding of the problems that need to be overcome and help in formulating effective solutions for waste management by the local community.

## **LITERATURE REVIEW**

### ***Policy Implementation***

Policy implementation is the process of transforming policies from the abstract realm into concrete actions involving various actors, institutions and resources. This process is dynamic and complex, often involving negotiation, compromise, and adaptation to various obstacles that arise in the field. As emphasized by Winarno (2014: 148), implementation is the stage where the rules that have been formulated are translated into real action. This process involves various actors, mechanisms and resources that work together to achieve the stated policy objectives.

Naihasy (2014: 54) explicitly states that a policy, no matter how rich the planning and preparation, will not be meaningful without implementation. In line with this, Mazmanian and Paul (in Agustino, 2017: 139) and Van Meter and Van Horn (in Anggara, 2014: 232) emphasize that implementation is the heart of a policy, where the rules that have been set are realized in real action by various actors, both government and private.

### ***Definition of Public Policy***

According to Easton's view (in Anggara, 2014), public policy is the product of government authority to allocate resources and values in society. In other words, only the government has the legitimacy to make decisions that are binding for all citizens. Every policy produced by the government reflects the choices that have been made about what is considered important and beneficial to society.

### ***Actors Who Play a Role in Public Policy Implementation***

Jones in Sholichin (2016: 29) reveals that in policy implementation, there are at least 4 categories or types of actors involved in the policy process, namely as follows:

1. Rationalist Group The core characteristics of the majority of rationalists are implementing alternative choices, their policies are always carried out through the following stages:

- a. Recognize problems and all policy alternatives
  - b. Develop objectives at a certain level
  - c. Predict or estimate the impact of alternatives
  - d. Comparing impacts with constant reference to objectives
  - e. Determine the best alternative.
2. The technician group believes that value is closely related to their professional background.
  3. are closely related to their professional expertise background. Goal setting is done by another party, possibly one of the other actor groups.
  4. The Incrementalist Group The policy stages and their implementation are seen by this group as a set of adjustment processes for the final results of certain activities.
  5. Reformists They believe in the limited knowledge and information needed in policy development. Therefore, we need to accept as truth the need to mobilize ourselves directly to the problems of the moment in order to get the right answers through the use of a number of sophisticated analyses and theories.

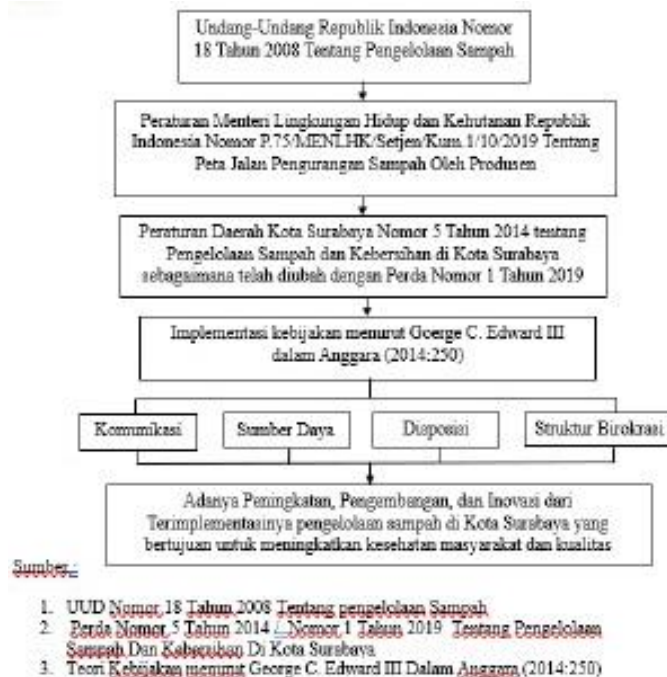


Figure 1. Conceptual Framework

### Hypothesis

1. Communication  
What is the officer's strategy in implementing effective communication so that the community/citizens can implement the regulation?
2. Resources  
As an officer, what are alternative ways or breakthroughs in solving problems / obstacles that are being faced? (If there are problems / obstacles)
3. Bureaucratic Structure

Is there a clear and written implementing structure in the implementation of Regional Regulation Number 1 of 2019 concerning Waste Management and cleanliness?

4. Disposition

What kind of approach is used and carried out by officers to the community who are part of Regional Regulation Number 1 of 2019 concerning Waste Management and cleanliness?

## METHODOLOGY

This study uses a qualitative approach, which involves collecting data in the natural environment to interpret the phenomena that occur, with the researcher as the main instrument. Sampling was carried out by purposive and snowball, as well as data collection techniques using triangulation. Data analysis is inductive or qualitative, with research results that emphasize meaning rather than generalization (Anggito & Setiawan, 2018:8).

This research was conducted at the Surabaya City Environmental Agency because household waste management in this city is still inadequate. The city of Surabaya recorded the highest amount of waste generation, reaching 1,752.5 tons, but its management is not carried out systematically, comprehensively, and sustainably, especially in terms of waste reduction and handling. In addition, the condition of the Waste Disposal Site (*DLH*) in Simokerto District interferes with the daily activities of the community, which is getting worse due to the accumulation of waste that is not managed properly. This shows that the condition of the Final Disposal Site (*TPA*) in Surabaya is insufficient.

In this study, data were obtained from two sources: primary data and secondary data. Primary data was obtained directly from informants through the purposive sampling technique Sugiyono (2019:134), where informants were selected based on certain criteria. The main informant is the Head of the Surabaya City Environmental Service (*DLH*), and is supported by several additional informants, including the head of the cleaning, structuring, and environmental supervision division, as well as the local *TPS* coordinator. Relevant documents, such as *DLH* profile, vision and mission, and organizational structure, are also used to supplement the data. The researcher makes direct observations of the object being studied and records the findings systematically. Secondary data comes from other sources collected to complement the research, including documentation, reports, archives, as well as information from print and internet media.

## RESEARCH RESULT

### *Resources*

According to Edward III quoted by Anggara (2015), the success of policy implementation depends on various resources, especially human resources. Edward III also clearly emphasizes, although the content of the policy has been communicated clearly and consistently, if the implementer lacks the resources to implement, the implementation will not run effectively. In the context of waste management and cleaning policies in Surabaya City, especially in Simokerto Sub-district, the number and ability of implementing officers is still inadequate. The

limited number of officers in densely populated areas and the lack of skills in composting and sorting waste hamper policy implementation. The government is expected to provide sufficient education and training to improve the quality and quantity of officers, because the reliability of the implementer is very important for policy effectiveness (Deddy, 2016).

The second aspect of policy implementation is information. The implementers refer to Surabaya City Regional Regulation No. 1 of 2019 in conveying information, but there are no implementation guidelines (Juklak) and technical guidelines (Juknis) needed to deal with waste problems. Before officers start working, the head of the work team gives directions for the division of tasks and responsibilities. Information on waste management policies is conveyed by the Environmental Agency (DLH) through communication.

Waste is a complex and holistic issue that requires shared responsibility, especially in big cities. This issue is also cultural because its impact touches various aspects of life. In Surabaya City, there are challenges of inter-agency coordination as well as a lack of synergy and integration among relevant parties. To overcome this, the Surabaya City Government, including the Environmental Agency (DLH), formed a working team with authority and responsibility in handling waste and environmental pollution, expected to create a clean, healthy and comfortable environment.

In addition, the physical facilities for waste handling in Simokerto Sub-district are still inadequate. There is one Waste Disposal Site (TPS) that is often overloaded, as well as transportation equipment such as trucks, carts, waste choppers, and scales, but these facilities are still considered insufficient and unsophisticated.

### ***Disposition***

According to Edward III quoted by Anggara (2015), disposition includes implementer characteristics such as honesty, commitment, loyalty, and democratic attitudes. Edward III in (Riduan, 2021) says that if the implementer has a good disposition, then he will carry out the policy well as desired by the policy maker. Implementers with good character will be able to implement policies optimally according to the expectations of policymakers.

In the cognition aspect, it is important for all officers at various management levels in Surabaya City to read, understand, and explore Regional Regulation Number 1 of 2019. This understanding will encourage officers' intrinsic willingness to implement policies without coercion. Thus, officers can work in a structured and systematic manner, and provide proper direction and understanding to target groups in accordance with their duties and functions.

The level of understanding of implementing officers regarding policies comes from personal efforts, such as reading regulations, as well as directions from the head of the agency or the head of the work team at DLH. Meanwhile, the community's understanding of this policy varies; those who understand will be active in managing waste and maintaining environmental cleanliness, but there are still those who do not realize the importance of this.



Directives and responses from DLH are in accordance with their main tasks and functions, allowing them to provide direct solutions to problems in the field. However, the delivery of directions to target groups is still persuasive and not yet fair, firm, and consistent, especially for communities in rural and densely populated areas.

The last point discussed is the intensity of the response and response of the implementer, where the Surabaya City Environmental Agency (DLH) shows its commitment to the waste management policy. They actively respond to the policy by managing waste, including separating organic and non-organic waste, and inviting the community to maintain cleanliness.

Surabaya City Government also conducts daily socialization through community institutions and holds cleaning competitions as a stimulus to increase public awareness in managing waste. Although in writing the community does not fully understand the policy, the cleaning competition has helped in implementing the policy.

Findings related to the cognition, direction, and response of implementers show that positive attitudes of implementers have the potential to support the success of policy implementation, while negative attitudes can result in various obstacles in implementation.

### ***Bureaucratic Structure***

Edward III, as cited by Anggara (2015), emphasizes the importance of Standard Operating Procedure (SOP) in the bureaucratic structure to regulate work procedures among implementers and prevent fragmentation of responsibilities.

In Simokerto Sub-district, Surabaya City, the waste management policy implementation process has a clear organizational structure, with a regular division of tasks so that there is no overlap. Coordination is carried out within the Environmental Agency (DLH) through meetings to discuss the determination of waste management areas, evaluation of activities, and problem solving. In addition, DLH also actively coordinates with work teams and external parties such as RT/RW officials in the local area to improve the effectiveness of waste management and cleanliness.

Nevertheless, there are shortcomings and obstacles in the coordination process carried out by the Surabaya City Environmental Agency (DLH). Irregular formal meetings and informal coordination through chats are obstacles, as well as problems related to timing, authorized coordinators, and budget.

Although the waste management policy refers to Local Regulation No. 1/2019, there is no specific Standard Operating Procedure (SOP) provided by the Surabaya City Government and DLH as a guideline in implementing the policy. As a solution, it is necessary to improve coordination with the work team that has been formed and to ensure the implementation of the policy.

## **DISCUSSION**

The increase in the volume of waste in Indonesia every year causes various problems, so many regions are trying to regulate waste management through regional regulations. The Surabaya City Government, with the Environment

Agency (*DLH*) as the main sector, plays an important role in carrying out the waste management program in accordance with Surabaya City Regional Regulation Number 1 of 2019. This regulation aims to protect the environment from pollution and damage, as well as ensure the community's right to a good and healthy environment.

Based on George C. Edward III's policy implementation theory, implementation is a stage in the policy process that links policy formulation with its results and consequences. Edward III identified four factors that affect the success of policy implementation: communication, resources, disposition, and bureaucratic structure.

### **Communication**

According to Edward III, as quoted by Anggara (2015), communication is an important factor that affects the implementation of public policies. Successful policy implementation requires an understanding from the implementer of what must be done and the goals to be achieved, which must be conveyed to the target group to reduce distortions in implementation.

In the context of waste management and hygiene, the communication transmission process is carried out through the granting of authority and responsibility to the Environment Agency (*DLH*) as the main implementer to socialize policies to the community, based on Surabaya City Regional Regulation Number 1 of 2019. The quality of communication plays an important role in improving public services, and failure to build effective communication can hinder the flow of information related to public services.

The communication process carried out by the implementer in the cleanliness management policy involves a persuasive approach, including the organization of cleanliness competitions by the city government to encourage community participation. The strategy implemented targets employees of the Environmental Service (*DLH*) and the work team that has been formed, with direction from the team leader that is easy for members to understand. For target groups, including the community, socialization is carried out through institutions at the RT/RW level and the Great Surabaya Office (KSH) at the same level, to ensure effective communication transmission.

The community still feels that the socialization of waste management and hygiene policies has not targeted all parties effectively, especially in rural and densely populated areas, so waste management has not been maximized. Clarity of communication is very important for implementers and target groups. Implementers are expected to understand the purpose and substance of the policy regulated in the Surabaya City Regional Regulation Number 1 of 2019. Meanwhile, the target group began to implement waste management through composting. However, socialization still has not touched all parties widely. The government has a responsibility to disseminate information through policies to create comfort for the community.

Before giving clear instructions regarding the implementation of waste management and hygiene policies, implementers need to thoroughly understand the Surabaya City Regional Regulation Number 1 of 2019, including the purpose,

objectives, objectives, substance, and policy materials. Consistency in the implementation of policies is very important, but there is still a buildup of waste at the Simokerto *TPS*, which shows that the policy has not been implemented consistently. In addition, communities, especially in rural and densely populated areas, still do not manage waste properly. Even though Edward III in (Riduan, 2021) has reminded that successful policy implementation requires implementers to know what to do.

### ***Resources***

According to Edward III quoted by Anggara (2015), the success of policy implementation depends on various resources, especially human resources. Edward III also clearly emphasized that although the content of the policy has been communicated clearly and consistently, if the implementer lacks the resources to implement, the implementation will not be effective. In the context of waste management and hygiene policies in the city of Surabaya, especially in Simokerto District, the number and ability of implementation officers are still inadequate. The limited number of officers in densely populated areas and the lack of skills in composting and waste sorting hinder the implementation of the policy. The government is expected to provide sufficient education and training to improve the quality and quantity of officers, because the reliability of implementers is very important for policy effectiveness (Deddy, 2016).

The second aspect of policy implementation is information. The implementers refer to the Surabaya City Regional Regulation Number 1 of 2019 in conveying information, but there are no implementation instructions (Juklak) and technical instructions (Juknis) needed to deal with the waste problem. Before the officer starts working, the head of the work team gives directions for the division of duties and responsibilities. The delivery of information about waste management policies is carried out by the Environment Agency (*DLH*) through communication with RT and RW, as well as KSH members in the local environment. The third aspect is authority, where the authority and duties of *DLH* have been regulated in Surabaya City Regional Regulation Number 1 of 2019.

The waste problem is a complex and holistic issue that requires shared responsibility, especially in big cities. This issue is also cultural because its impact touches various aspects of life. In the city of Surabaya, there are challenges in coordination between agencies and a lack of synergy and integration among related parties. To overcome this, the Surabaya City Government, including the Environment Agency (*DLH*) formed a working team with authority and responsibility in handling waste and environmental pollution, which is expected to create a clean, healthy, and comfortable environment.

In addition, physical facilities for waste handling in Simokerto District are still inadequate. There is one Waste Disposal Site (*TPS*) that is often overloaded, as well as means of transportation such as trucks, carts, waste shredders, and scales, but this facility is still considered insufficient and not sophisticated.

### ***Dispositions (Dispotitions)***

According to Edward III quoted by Anggara (2015), disposition includes

executive characteristics such as honesty, commitment, loyalty, and democratic attitude. Edward III in (Riduan, 2021) said that if the implementer has a good disposition, then he will carry out the policy well as what the policymaker wants. Implementers with good character will be able to implement policies optimally according to the expectations of policymakers.

In terms of cognition, it is important for all officers at various levels of management in the city of Surabaya to read, understand, and explore Surabaya City Regional Regulation Number 1 of 2019. This understanding will encourage the intrinsic willingness of officers to implement policies without coercion. Thus, officers can work in a structured and systematic manner, as well as provide appropriate direction and understanding to the target group according to their duties and functions.

The level of understanding of implementation officers regarding policies comes from personal businesses, such as reading regulations, as well as directions from the head of the agency or the head of the work team at *DLH*. Meanwhile, public understanding of this policy varies; Those who understand will be active in managing waste and maintaining environmental cleanliness, but there are still those who do not realize the importance of this.

The directions and responses from *DLH* have been in accordance with their main tasks and functions, allowing them to provide direct solutions to problems in the field. However, the delivery of directions to the target group is still persuasive and not fair, firm, and consistent, especially for people in rural and densely populated areas.

The last point discussed was the intensity of the response and the response of the implementer, where the Surabaya City Environmental Service (*DLH*) showed its commitment to waste management policies. They actively respond to policies by managing waste, including separating organic and non-organic waste, and inviting the community to maintain cleanliness.

The Surabaya City Government also conducts daily socialization through community institutions and holds cleanliness competitions as a stimulus to increase public awareness in managing waste. Although in writing the public does not fully understand the policy, the cleanliness competition has helped in the implementation of the policy.

Findings related to cognition, direction, and implementation responses show that positive attitudes from implementers have the potential to support the success of policy implementation, while negative attitudes can result in various obstacles in its implementation.

### ***Bureaucratic Structure***

Edward III, as quoted by Anggara (2015), emphasized the importance of Standard Operating Procedures (SOPs) in the bureaucratic structure to regulate work procedures among implementers and prevent fragmentation of responsibilities.

In Simokerto District, Surabaya City, the process of implementing waste management policies has a clear organizational structure, with an orderly division of tasks so that there is no overlap. Coordination is carried out within

the Environment Agency (*DLH*) through a meeting to discuss the determination of waste management areas, evaluation of activities, and problem solving. In addition, *DLH* also actively coordinates with the work team and external parties such as *RT/RW* officials in the local area to increase the effectiveness of waste management and cleanliness.

However, there are shortcomings and obstacles in the coordination process carried out by the Surabaya City Environmental Service (*DLH*) Informal meetings that are not routine and informal coordination through chat are obstacles, as well as problems related to timing, authorized coordinators, and budgets.

Although the waste management policy refers to Surabaya City Regional Regulation Number 1 of 2019, there is no special Standard Operating Procedure (SOP) provided by the Surabaya City Government and *DLH* as a guideline in the implementation of the policy. As a solution, there is a need to improve coordination with the work team that has been formed and the creation of special SOPs to support the implementation of policies, which is the main characteristic of bureaucracy (Winarno 2014).

The relationship between this study and the theory put forward by George Edward that there are four models The novelty of the results of this study lies in the application and in-depth analysis of the theory of public policy implementation put forward by George C. This study not only adopts these theories, but also adapts them to understand the dynamics and specific challenges faced in the implementation of Regional Regulation Number 1 of 2019 concerning Waste Management and Cleanliness. The results of the study indicate that there are several key factors that influence the success of policy implementation, in accordance with the model put forward by George C. Bureaucratic Structure: This study confirms that an effective bureaucratic structure, including the existence of Standard Operating Procedures (SOPs), is essential to ensure that all parties involved in policy implementation can carry out their duties properly. Another analysis is a deeper analysis of the local context, where this study provides insight into how external factors, such as social and cultural conditions of the community, influence the implementation of waste management policies. Therefore, this study not only confirms George Edward's theory, but also expands it by providing a new perspective that is relevant to conditions in the field. The results of this study are expected to provide more effective policy recommendations to improve waste management in the city of Surabaya.

## CONCLUSIONS AND RECOMMENDATIONS

The results of the research on the implementation of waste management and hygiene reduction policies in Simokerto District, Surabaya City show that:

Communication has an important role. The policy is not well communicated to the target groups, especially the community. Although there are efforts through coordination with *RT or RW* and KSH (Healthy Surabaya Office), policy socialization still does not target all parties optimally. As a result, many communities, especially in rural and densely populated areas, have not

managed waste properly.

Resources: Waste management programs are under-resourced, with inadequate staff and lack of ability in waste management. Facilities are also still incomplete. However, implementers have clear guidelines in carrying out their duties, and *DLH* has formed a working team to support cleaning and community empowerment activities.

Disposition, Commitment of implementers, especially *DLH*, is quite good in understanding, attitude, and responsiveness. However, it is not completely fair and consistent, especially for target groups in rural and densely populated areas. The community also shows poor understanding and responsiveness, even though the competition held by the government provides a positive stimulus to protect the environment.

Bureaucratic Structure, The organizational structure at *DLH* is clear with an orderly division of tasks. However, there are shortcomings and obstacles related to the flow of organizational structure, especially in terms of fragmentation and the absence of SOPs that have not been formed.

The implementation of waste management and hygiene policies in Simokerto District, Surabaya City, has been carried out well overall. However, there are still people who have not maintained environmental cleanliness and do not understand how to manage waste well, so the policy is not completely on target.

Based on the conclusions, suggestions for the implementation of waste management and hygiene policies in Simokerto District, Surabaya City, include; The preparation of clear SOPs as guidelines for the implementation of duties, as well as implementing and technical instructions to make it easier for officers. Increasing human resources and adequate facilities for policy success. Providing clarity and consistency in policy socialization by *DLH*, with a massive and innovative approach to increase public awareness. Active involvement of all target groups, especially the community, in protecting the environment and managing waste. The implementation of SOPs is technically through continuous coaching, supervision, and socialization so that the community can implement policies to the maximum.

## **ADVANCED RESEARCH**

In this implementation process, there are limitations that affect the results of the study, namely:

1. there are limitations in time, energy, and research costs.
2. lack of understanding of question information in interviews so there is a possibility that the results obtained are less accurate
3. this study only examines the implementation of Surabaya city regional regulation number 1 of 2019 concerning waste management and cleanliness in one area, namely the Simokerto area. so that further research needs to be developed to examine the influence or other factors on waste management that have not been examined in waste management and cleanliness.
4. the conclusions drawn are only based on obtaining data analysis and interview results and can use other methods or relevant theories.

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