

# COMMUNICATION STRATEGY IN GUIDANCE AND MANAGEMENT OF WASTE BUSINESS IN THE ENVIRONMENTAL SERVICE SERDANG BEDAGAI REGENCY

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## Abstract

*This study aims to analyze the organizational communication strategy applied in the development and management of waste businesses by the Serdang Bedagai Regency Environmental Service. The main focus of this study is the communication strategy applied to improve understanding and cooperation between the government and business actors in the management of Hazardous and Toxic Materials (B3) waste. This study uses a qualitative method with a descriptive case study approach. Data were collected through in-depth interviews, observation, and documentation. Key informants in this study include Muhd Arifin Pane, SP (Head of Waste Management), Supendi, S.AP. (Head of Waste Management Section), Sukawati, SP (Head of Hazardous and Toxic Materials Waste Section), and one waste business actor. The results of the study indicate that the organizational communication theory applied involves vertical communication between the government and business actors, which focuses on socialization and development. Barriers to communication include semantic, mechanical, and ecological barriers where business actors lack understanding of waste management in accordance with regulations, as well as minimal use of communication technology. This study concludes that a more participatory and integrative communication strategy is needed to increase business actors' awareness and compliance with waste regulations, as well as to create better relationships between the government and business actors.*

**Keywords:** *Communication Strategy, Waste Management, and Environmental Service*

## INTRODUCTION

Communication plays an important role in the success of a program or policy, especially in environmental development and management. The Environmental Service of Serdang Bedagai Regency faces major challenges in managing business waste, especially from the small and medium industry sector. Business actors often do not understand waste management in accordance with the rules. Therefore, the Environmental Service carries out active development and supervision, the success of which is highly dependent on the effectiveness of the communication strategy.

The communication strategy implemented not only conveys information, but also builds understanding, trust, and cooperation between the government and business actors. Without effective communication, the coaching program will find it difficult to achieve its goals. On the other hand, business actors face technical, financial, and administrative challenges when managing waste. Therefore, an appropriate communication strategy is needed so that waste management policies can be understood and implemented properly and regulated by law.

Law Number 18 of 2008 concerning Waste Management regulates waste reduction and handling, especially for waste generated by business actors. Waste reduction includes limiting waste generation, recycling, and reuse. Meanwhile, waste handling includes sorting and separating activities based on type, quantity, and nature, collecting and moving waste to a shelter or processing site, transporting, processing waste, and the final stage in the form of returning waste to the environmental media safely. Waste in Indonesia continues to increase every year. Data from the National Waste

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Management Information System (SIPSN) of the Ministry of Environment and Forestry (KLHK) in 2023, obtained from 215 districts/cities throughout Indonesia, shows that the amount of waste and waste generated reached 25.1 million tons. Of the total national waste and waste production, 66.24% (16.5 million tons) can be managed, while the rest, namely 33.74% (8.4 million tons), has not been managed properly. This increase in the amount of waste is accompanied by various related problems, such as waste accumulation in landfills, environmental pollution, and dangers to public health.

Researchers have begun to examine waste management, which is a serious challenge for many regions in Indonesia, including Serdang Bedagai Regency. Along with economic and industrial growth, the volume of waste produced continues to increase. In this context, the Serdang Bedagai Regency Environmental Service plays an important role in maintaining environmental sustainability while managing the negative impacts of industrial and domestic activities that produce waste. The development and management of waste-producing businesses is the main focus of the Environmental Service to ensure that waste management practices carried out by various businesses in this district are in accordance with applicable environmental regulations and are economically sustainable. However, to achieve this goal, more than just regulations and development is needed. An effective communication strategy is key to influencing the behavior and practices of industry and the community in understanding the importance of good and sustainable waste management.

Researchers found that the importance of waste management and arrangement by business actors is stated in the Regional Regulation of Serdang Bedagai Regency Number 11 of 2013 concerning the Management of Hazardous and Toxic Waste (B3). The SKPD of the Serdang Bedagai Regency Environmental Service provides guidance to provide direction to business actors in waste management, as well as determining the extent of organizational and individual accountability for activities that comply with statutory provisions. Waste business actors in Serdang Bedagai Regency face a number of challenges. This can be seen from the temporary storage place (TPS) for hazardous and toxic waste (B3) which is not suitable and not disposed of in the proper location. However, the consequences of business actors' negligence in disposing of hazardous and toxic waste (B3) are already visible, namely that waste is disposed of practically by being dumped into the Rampah river at night and during heavy rain (Koran Radar/RADARINDO.co.id).

Researchers conducted direct observations at the business actor's location and found that the waste generated around the business actor's area was not managed properly and that there was no sorting of various types of organic and inorganic waste, as well as hazardous and toxic waste (B3) and that there were inappropriate disposal sites around the location. The Serdang Bedagai Regency Government has the task of resolving a number of problems related to the management of hazardous and toxic waste (B3) produced by business actors. These problems arise due to the lack of communication of the coaching team in the context of waste management by business actors in Serdang Bedagai Regency.

Education, non-governmental organizations, businesses, government agencies, and communities are all involved in environmental management. We all have a shared responsibility for this. The existing built environment is the result of various community and government initiatives by concerned citizens to reduce the adverse impacts of construction activities. Determining the appropriate hierarchy of significance for environmental management initiatives and activities and the level of resolution of strategic challenges is essential. Furthermore, the procedure for allocating tasks to affected parties serves as an illustration.

Researchers through the right communication approach, the Environmental Service can educate and guide stakeholders, including business actors and the community, about effective and environmentally friendly waste management strategies. Thus, this study aims to explore and evaluate communication strategies that can be applied in the context of fostering and managing waste-prone businesses in Serdang Bedagai Regency, with the hope of increasing awareness, collaboration, and adoption of sustainable practices in waste management at the local level. The Serdang Bedagai Regency Environmental Service carries out a communication strategy in the implementation of guidance and management with the aim of preventing deviations and correcting errors in the management of hazardous and toxic waste (B3). If problems are found in the management of

hazardous and toxic waste (B3), the waste management division of the Environmental Service tries to fix it through communication held regarding guidance and management with the hope that all forms of deviations in the management of hazardous and toxic waste (B3) from business results can be overcome. Through communication tactics, the waste management division of the Serdang Bedagai Regency Environmental Service is tasked with directing and supervising business actors. However, the incident shows that the handling of hazardous and toxic waste (B3) in Serdang Bedagai Regency is not in accordance with the objectives set out in the Serdang Bedagai Regency Regional Regulation.

The author hopes to conduct a more in-depth analysis and study of the communication tactics used by the Serdang Bedagai Regency Environmental Service in order to encourage and supervise waste management efforts, based on the phenomena or issues that have been discussed previously. To improve the effectiveness and efficiency of environmental conservation initiatives in Serdang Bedagai Regency, it is hoped that a deeper understanding of the communication tactics used can be obtained. Based on the description above, the researcher is interested in analyzing the Communication Strategy in the Development and Management of Waste Businesses at the Environmental Service of Serdang Bedagai Regency.

## THEORETICAL FRAMEWORK

### Communication Strategy

Strategy is a word that comes from Greek, *strategia* which consists of two words, namely *stratos* which has a military meaning and *ag* with the meaning of leading. Strategy has the meaning of an art or science in order to become a general. Strategy is interpreted as a careful planning of activities in achieving specific goals. "The word strategy comes from classical Greek, specifically "stratos" meaning army and the word "agein" meaning to lead," according to Cangara in his book *Planning and Communication Strategy*. Therefore, leading an army is a relevant tactic. Next is the word *strategos*, which refers to the highest-ranking army commander. Thus, strategy is a military concept that can be seen as an optimal design for winning a war or as the art of war practiced by generals (*The Art of General*). (Cangara, 2013:61).

People can communicate with each other in everyday activities. Effendy (2020) said that communication is the process of conveying one person's thoughts or feelings to another person using symbols that are significant to both parties in the book "*Communication Science, an Introduction*". It is hoped that this communication can change the feelings or actions of the recipient of the message. Riswandi (2020) also defines communication as the process of conveying information, ideas, emotions, and skills using symbols such as words, pictures, numbers, and others. The basic principles of communication according to Seiler include that communication is a dynamic, systematic process, involving interaction and transactions, and can occur intentionally or unintentionally.

In essence, communication strategy is management and planning to achieve goals. To achieve these goals, the strategy must show practical tactics in addition to directions, which act more as a blueprint. Communication strategy serves as a roadmap for managing and organizing communication to achieve a goal (Effendi, 2020). Creating a communication strategy is an art, not a science, and there are many methods for organizing planning in a company. Theory is knowledge based on experience that has been verified as true.

As with tactics in other disciplines. Therefore, communication strategies need to be supported by theory. Leaders can identify motivated workers thanks to the use of these corporate communication techniques. An organizational communication strategy is a series of methodical actions that allow the understanding of target audiences, goals and opinions that are effectively channeled to promote and maintain certain behaviors. The purpose of an organizational communication strategy is to persuade the general public to adopt attitudes and actions within the organization. According to R. Wayne Pace, Brent D. Paterson and M. Dallas Burnet in their book *Techniques for effective communication*, they explain that the central objectives of an organization's communication strategy consist of three, namely:



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1. To secure understanding, namely ensuring that the communicator understands the message he receives.
2. To establish acceptance, namely how the recipient must be trained so that the message is not only understood but also accepted as a method that is considered good.
3. To motivate action, namely communication activities aimed at providing motivation to change behavior.

The act of conveying ideas, information, and verbal and nonverbal cues from one individual to another or group is called communication. If the components of communication are met, communication will be well established. To ensure that communication functions well, each component depends on the other components. There will be no communication if one of the components is missing. There are five components of communication that need to be completed. The components of communication are as follows:

a. Communicator

The communicator is the person who creates the message. That is, the individual who shares ideas and perspectives about a situation or thing. The sender of the message does not have to be an expert or know the communicant in depth in this situation.

b. Message

The communicator's intention is conveyed to the recipient through a message. Usually, the message is in the form of a sign, signal, symbol, or a mixture of all of them. In addition, the message functions as a stimulus that will be responded to by the communicant.

c. Media/Channels

Media is often referred to as a communication channel. Every message sent must go through a channel, which can consist of one or more channels. The goal is that the message delivered by the communicator can be easily received through conversation, even though the distance is far.

d. Communicator

The message is addressed to the communicator. The communicator initially delivers the message to the communicant. We call it the process of communication activities.

e. Effect

Every communication has an influence or impact on one or more parties involved. Every conversation always has an impact.

The main characteristics of communication include active participation of all parties involved and interdependence between the sender and receiver of the message. Effective communication is essential in organizations to strengthen relationships between individuals, facilitate the flow of information, and reduce conflict. Understanding the various definitions and principles of communication will make us better understand how important communication is in various aspects of life, including interpersonal interactions and in organizations.

According to Onong Uchjana Effendi in Edi Suryadi (2018), communication strategy functions as a roadmap for planning and managing communication to achieve a target or objective. Target achievement can be done by showing how tactical the operational of a strategy is—that is, how adaptive the approach is to changing circumstances. Based on several definitions, researchers conclude that communication strategy is a program plan that combines elements of communication and aims to achieve certain goals for an organization, community, or group.

Communication strategy is very important for the success of communication activities. Conversely, if there is no good communication strategy, the impact of the communication process (especially mass media communication) can be negative. However, to assess the communication process, a communication model can be used to assess ongoing or completed communication activities. Evaluation of the communication model is used to assess the success of the communication process, especially the impact of the process. However, in communication strategy research, the communication approach will be used as a basis for organizing interactions that occur in an organization so as to achieve the goals that have been set. By planning a mature communication strategy, we can maintain a good relationship between the company and its employees.

### Communication Strategy Objectives

Communication strategy serves as a plan maturation so that the communication carried out becomes effective. According to Onong Uchjana Effendy, communication strategy aims to achieve various desired effects in the communication process. Some of the main objectives of communication strategy according to Effendy are as follows:

1. To Secure Understanding: Ensuring that the message is received and understood correctly by the recipient.
2. To Establish Acceptance: Making the recipient accept and agree with the message delivered.
3. Motivate Action: Encourage the recipient of the message to take a specific desired action according to the message conveyed.

The goals of a communication strategy can vary depending on the context, but in general, the main goal of a communication strategy is to achieve a certain understanding, persuasion, or action from the recipient of the message.

### Communication Strategy Formulation

The formulation of the right strategy is needed by a communication planner to achieve their goals. However, we need to understand the opinions of several experts on strategy formulation. According to David Hunger & Thomas L. Wheelen, strategy formulation is the development of a long-term plan for effective management of environmental opportunities and threats, seen from the strengths and weaknesses of the company. (Effendy, 2014: 34)

According to Effendy, it means that before the formulation is carried out, research is conducted on what are the strengths and weaknesses of the company, as well as what brings threats or even opportunities for the company. This opinion is not much different from what was conveyed by Yosol Iriantara who said that strategy formulation is a decision on the choice of strategy used to achieve the goals set after internal and external environmental analysis has been carried out. (Effendy, 2015: 34)

Effendy stated that in order to develop a communication strategy, it is necessary to think by taking into account factors in developing a communication strategy. There are four factors that must be considered, namely (Effendy, 2015:35):

- a. Identify communication targets.

Before launching communication, it is necessary to study who will be the target of the communication. And it is necessary to pay attention to the frame of reference factor, and the situation and condition factor.

- b. Selection of communication media

To achieve communication targets, you can choose direct or indirect media, depending on the goals to be achieved, the message to be conveyed, and the techniques to be used.

- c. Assessment of the purpose of communication messages

Communication messages have a specific purpose and pay attention to the content of the message and the symbols conveyed, whatever message is conveyed in communication must be understood.

- d. The role of communicators in communication

The role of the communicator in communication, there are important factors in the communicator when facilitating communication, namely the attractiveness of the source and the credibility of the source.

### Organizational Communication Theory

Organizational Communication Theory is referred to as a conceptual framework used to understand how communication takes place within an organization. Effendy (2020) said that the term "theory" usually has many meanings, namely:

1. Theory is an abstraction and reality.

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2. A theory consists of a set of principles and definitions that conceptually organize aspects of the empirical world in a systematic manner.
3. Theory consists of interrelated assumptions, propositions, and basic axioms.
4. Theories consist of theorems, namely generalizations that are accepted/proven empirically.

Organizational management affects how communication provides different perspectives on theory. Most of these theories complement each other to produce a broader understanding of organizational communication. Researchers can conclude that theory is basically a "logical and empirical conceptualization or explanation of a phenomenon". Theory has 2 general characteristics, namely:

1. All theories are "abstractions" about something. Thus theories are limited in nature.
2. All theories are individual human creations. Therefore, their nature is relative depending on the perspective of the creator of the theory.

The process of developing or forming theories generally follows the experimental approach model commonly used in natural sciences. Communication can be reviewed from several characteristics Both with its fields and problems. According to Effendy (2020) communication can be reviewed from its components, forms, properties, techniques, goals, functions and models:

- 1) Communication Components
  - a) Communicator
  - b) Message
  - c) Media
  - d) Communicant (Communican)
  - e) Effect
- 2) Forms of Communication
  - a) Personal Communication (Interpersonal Communication)
  - b) Group Communication
  - c) Mass Communication
  - d) Media Communication
- 3) Nature of Communication
  - a) Face to face
  - b) Mediated
  - c) Verbal
  - d) Nonverbal
- 4) Communication Engineering
  - a) Informative Communication
  - b) Communication strategy (Persuasive Communication)
  - c) Instructive/coercive Communication
  - d) Human Relations
- 5) Purpose of Communication
  - a) Attitude Change
  - b) Opinion Change
  - c) Behavior Change
  - d) Social Change
- 6) Communication function
  - a) To convey information (to inform)
  - b) To educate
  - c) To entertain
  - d) To influence
- 7) Communication Model
  - a) One step flow communication
  - b) Two step flow communication
  - c) Multi step flow communication

Based on the characteristics of communication above, communication can be grouped into

several parts according to their problems.

### Communication Barriers

Effendi (2020) said that there are several factors that inhibit communication, including:

#### 1. Socio-psychological barriers

The communication process takes place in a situational context (situational context). This means that the communicator must pay attention to the situation when communication takes place, because the situation greatly influences the smoothness of communication.

#### 2. Sociological barriers

A German sociologist named Ferdinand Tonnies classified human life in society into two types of association called *gemeinschaft* and *gesellschaft*. *Gemeinschaft* is a personal, static, and irrational association, such as in household life. While *gesellschaft* is an impersonal, dynamic, and rational association such as association in the office and in organizations.

#### 3. Anthropological barriers

The communicator will not be successful if he does not know who the target communicant is. What is meant by who here is not the person but what feelings, what nation, or what tribe. Communication will run smoothly if a message delivered by the communicator is completely received by the communicant. A viewer may receive a broadcast program well because the picture displayed on the plane is very bright and the sound that comes out is very clear, but he may not be able to accept when a speaker on the program says that meat is very delicious. The viewer only accepts it in the sense of being accepted (spiritually) so communication technology without cultural support will not function.

#### 4. Psychological barriers

Psychological factors often become obstacles in communication. This is generally caused by the communicator not assessing the recipient before launching the communication. Communication is difficult to succeed if the recipient is sad, confused, angry, disappointed, and so on.

Prejudice is one of the major obstacles to communication activities, because people who are prejudiced have already acted against the communicator before doing anything. In people who are prejudiced, their emotions cause them to draw conclusions without using their minds rationally.

According to Onong Uchjana Effendy (2020), communication barriers in organizations can be categorized into several types, including mechanical barriers, semantic barriers, and ecological barriers.

#### 1. Semantic barriers

Semantic factors concern the language used by the communicator as a tool to convey his thoughts and feelings to the recipient. For the sake of smooth communication, a communicator must really pay attention to this semantic disturbance, because mispronunciation or miswriting can cause misunderstandings which ultimately lead to miscommunication.

#### 2. Mechanical resistance

Mechanical barriers are found in the media used to facilitate communication. There are many examples that we experience in everyday life, sounds that disappear and appear on the radio, muffled telephone sounds, blurry typing on letters.

#### 3. Ecological barriers

This obstacle occurs due to environmental disturbances to the communication process, so it comes from the environment. According to Suranto (2010:17) there are also several factors that inhibit communication effectiveness, including:

##### a. low communicator

Communicator Which No authoritative in front of communicant, causing black of attention from the communicant to the communicator.

##### b. Lack of understanding of social and cultural background

The socio-cultural values that apply in a community or society must be taken into account, so that the communicator can convey the message well, without conflicting with the prevailing socio-



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cultural values.

- c. Lack of understanding of the characteristics of the communicant

The characteristics of the communicant include education level, age, gender, and so on need to be understood by the communicator. If the communicator does not understand, the communication method chosen may not be in accordance with the characteristics of the communicant.

- d. Prejudice

Negative prejudices between parties involved in communication must be attended to, as they can lead to apathy and rejection.

- e. One way communication

Communication is one-way, from the communicator to the recipient continuously from beginning to end, resulting in the recipient losing the opportunity to receive an explanation of things they do not yet understand.

### **Definition of Coaching**

Guidance is carried out by SKPD and/or Technical Supervisory Agencies in the context of fostering Business Entities in the management of waste containing hazardous and toxic materials (B3) in accordance with applicable laws and regulations, as stated in the Regional Regulation (Perda) of Serdang Bedagai Regency. According to Mathis (2018), coaching is a process carried out by someone to develop certain skills that will help achieve organizational goals. Because coaching is related to different organizational goals, coaching can be seen in a limited and broad sense. Ivancevish (2008:46) defines coaching as an effort to improve employee performance in their current position or the position they will occupy. In this analysis, the author concludes that coaching involves planning, organizing, and controlling in addition to coaching goals, materials, processes, methods, innovations, and actions.

### **Definition of Management**

The Big Indonesian Dictionary (KBBI) lists four definitions for the term "management":

- a. management is the act of managing;
- b. Management is the process of carrying out certain tasks by asking for help from others.
- c. The management process helps in the creation of organizational goals and policies.
- d. The management process involves overseeing everything related to the implementation of rules and the achievement of goals.

Nature in Naway (2016: 9) defines management as the activity of planning, implementing, and controlling.coordinate, and supervise the activities of organizational members and the application of extra-organizational resources to achieve established organizational goals.

Hasibuan in Naway (2016: 10) defines management as the science and art of overseeing the process of using human resources and other resources effectively and efficiently to achieve a goal.

According to Hamidi in Naway (2016:10) management is a process of cooperation between individuals and groups to achieve the goals of an institution or organization. Based on various interpretations of management that have been explained above, the author concludes that management is a series of tasks or efforts carried out by a group of people to carry out a series of tasks in order to achieve certain goals.

### **Definition of Hazardous and Toxic Waste (B3)**

Waste is defined as the residue from a business or activity in the Regional Regulation (Perda) of Serdang Bedagai Regency Number 11 of 2013. The residue from a business or activity that contains hazardous elements and/or quantities that can directly or indirectly pollute and/or damage the environment, human health, and the survival of other living things is called hazardous and toxic waste (B3). Hazardous and Toxic Waste (B3) is waste that contains hazardous and toxic substances that can harm human health, the environment, and the ecosystem as a whole. Examples of hazardous and toxic substances include heavy metals, pesticides, radioactive materials, synthetic chemicals, and other



organic materials that have high levels of toxicity.

Some general characteristics of B3 waste are:

- Toxic: Contains substances that can cause poisoning or health problems if exposed to certain amounts.
- Hazardous: Having the potential to cause significant physical or environmental harm, either directly or through interactions with other environmental components.
- Persistent: Not easily biodegradable and can persist in the environment for long periods of time.
- Bioaccumulative: Can accumulate in living organisms through the food chain, increasing in concentration over time.

### Understanding the Management of Hazardous and Toxic Waste (B3)

Based on Serdang Bedagai Regency Regional Regulation Number 11 of 2013, the management of hazardous and toxic waste (B3) involves a number of actions, such as minimizing, stockpiling, storing, collecting, and transporting hazardous and toxic waste (B3).

Hazardous and Toxic Waste Management (B3) refers to a series of steps and processes carried out to control B3 waste starting from the formation, collection, transportation, storage, processing, to the final disposal of the waste. B3 waste management aims to reduce the risk of negative impacts on human health and the environment due to the waste.

### Framework of Thinking



### RESEARCH METHODS

Through the collection and analysis of descriptive and interpretive data, qualitative research seeks to understand social processes at a deeper level. Faustyna (2023:31) defines qualitative research methods as a research approach that focuses on the collection and analysis of descriptive, narrative, and interpretive data to gain a comprehensive understanding of social, cultural, and human behavioral phenomena.

Then for the nature used in the research is the Case Study approach. According to Jhon W. Creswell, a case study is a detailed and in-depth research method on one or more specific cases. A deeper understanding of descriptive case studies is the type used when researchers want to describe the characteristics and traits of the subjects studied in detail. Descriptive case studies help in understanding the context and specific details of the case being studied (Faustyna 2023:111). Descriptive case study research is a research method used to describe or explain in detail a particular phenomenon or case. This research aims to understand the phenomenon in more depth, identify its characteristics, and describe the relationship between the variables involved.

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In this study, researchers collect data through various techniques, such as observation, interviews, or document analysis, to collect information related to the case being studied. The data collected is then analyzed qualitatively to identify patterns, themes, or characteristics that emerge from the case. Here, researchers will describe or depict information as it is according to the reality in the field.

**RESULTS AND DISCUSSION****Communication Strategy in the Development and Management of Waste Business at the Environmental Service of Serdang Bedagai Regency**

The communication strategy implemented by the Environmental Service of Serdang Bedagai Regency in fostering and managing waste-producing businesses was analyzed according to the categorization using Laswell's communication which includes five elements of communication: who (communicator), says what (message), through what channel (media), to whom (communicant), and with what effect (result). Based on the analysis of the Environmental Service's Strategic Plan (Renstra), the researcher found that these elements were reflected in the communication strategy used by the Service in increasing awareness and compliance of business actors with waste management regulations. The researcher found that the Environmental Service did not carry out management, only the Environmental Service carried out Guidance and supervision of businesses that produced waste in Serdang Bedagai Regency.

Supervision/Monitoring is carried out directly or indirectly. Direct supervision/monitoring means that the supervisor is carried out directly by visiting the activity location because of an application for a waste management/storage permit. This activity is carried out because of an application for the issuance of a new permit recommendation/permit extension. The implementation of monitoring activities is carried out based on a letter of application from the waste business party who intends to extend the permit for the Hazardous and Toxic Materials (B3) waste TPS, an application for a new permit for the B3 Waste TPS, and/or an application for a B3 waste storage permit for the company. The permit that can be given is in the form of a recommendation and approval for the B3 Waste Management Technique for Temporary Storage activities at the B3 Waste TPS. Indirect Supervision means that supervision is carried out on B3 waste environmental management report documents originating from the business/activity actors who can be accounted for whose reporting is carried out periodically every quarter.

Direct and indirect supervision as one form of strategy carried out by the Environmental Service is through direct supervision with business actors. This meeting is a forum for interaction and discussion between the service and business actors to discuss various issues related to waste management. In the meeting, information about waste management rules and procedures is conveyed in detail, so that business actors can understand and implement them correctly. The Environmental Service also held a socialization. This activity aims to provide a deeper understanding of the importance of good and proper waste management. Socialization usually involves experts and practitioners in the field of waste management and third parties, so that participants, namely business actors, gain knowledge and practical skills in handling waste according to established standards. This activity also allows for discussion and Q&A, so that business actors can convey the obstacles they face and find solutions together.

**A. Communicator**

The main communicator in this strategy is the Environmental Service, represented by the Head of Waste Management Division (Kabid) and then the Head of the Waste and Hazardous and Toxic Waste (B3) Management Section. The communicator is responsible for formulating and implementing waste management and development policies regulated through various programs contained in the Renstra. Some of the policies formulated include: counseling programs and technical guidance for waste business actors to comply with waste management regulations, as well as periodic monitoring and evaluation programs to ensure the implementation of these policies. Through this program, the Kabid and his team provide direction on how to manage waste safely and in accordance

with environmental standards, and encourage these businesses to achieve environmental certification as proof of compliance with established standards. Open communication is at the heart of this strategy. The Environmental Agency ensures that business actors have access to clear and easy-to-understand information about waste management regulations and techniques. This approach is important to build trust and partnership between the government and business actors. With open communication, business actors feel more comfortable discussing and consulting on the problems they face, so they can create effective and targeted solutions.

This is in line with what was conveyed by Muhd Arifin Pane, SP as Head of Waste Management Division of the Serdang Bedagai Regency Environmental Service as follows:

"Our strategy is quite flexible, starting from direct meetings with business actors to conduct monitoring and supervision, to direct socialization in the field. The point is we create open communication so that they understand the rules and how to manage waste properly. We also use a more relaxed approach so that it is easy to understand."

This is in line with what was said by Mr. Supendi, SAP as Head of the Waste Management Section of the Serdang Bedagai Regency Environmental Service, as follows:

"We use several methods, starting from communication carried out through direct socialization, environmental campaigns, to information via social media. What is important is that the message is received and understood."

The Environmental Agency avoids an overly formal and rigid approach, as this can make business actors feel intimidated or uncomfortable. On the contrary, with a more relaxed approach, the atmosphere becomes more intimate and communicative. Business actors can more easily receive information and understand the importance of good waste management.

## B. MESSAGE

The main message conveyed by the Environmental Service in fostering and managing waste-producing businesses is the importance of compliance with environmental regulations. This message includes information on applicable regulations, such as Law No. 22 of 2021 concerning the Implementation of Environmental Protection and Management, and how business actors can integrate responsible waste management into their operations. In addition, the messages conveyed so that waste-producing businesses can utilize the latest technology that can increase efficiency in reducing the impact of waste on the environment. The communicator also emphasized the importance of implementing corporate social responsibility (CSR) that focuses on environmental sustainability.

During the socialization and meeting, the material was delivered using language that was easily understood by business actors. The use of complicated technical terms was minimized and replaced with simple but accurate explanations. In order to avoid misunderstandings and ensure that the message conveyed can be well received by business actors. This Communication Strategy is expected to increase awareness and compliance of business actors with waste management regulations.

As stated by Mrs. Sukawati SP as Head of the B3 Waste Section, as an example of a message conveyed to business actors when conducting direct meetings/socialization, including:

"We would like to remind you that waste sorting is very important. Make sure that all B3 waste, such as expired drugs and drug residues, are separated from non-B3 waste. This will help in the safe management and disposal of waste. Likewise, the B3 waste storage permit must be carried out in accordance with the SOP"

In its implementation, the Environmental Service also emphasizes the importance of two-way communication. Business actors are not only recipients of information, but also have the opportunity to convey opinions, input, and questions. This process allows for constructive dialogue between the service and business actors, so that a shared understanding and agreement can be created regarding the waste management steps to be taken which are carried out through monitoring. As said by Mrs. Sukawati as Head of the Hazardous Waste Section regarding the messages carried out when providing guidance and supervision of waste-based businesses, as follows:



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"Yes, there is. We routinely monitor B3 waste, regularly check the waste disposal site to see if it is appropriate and well-managed and campaign about the dangers of B3 waste and how to manage it safely continuously related to the business permit."

"We check through direct monitoring in the field and also provide consultation if there are those who do not understand the rules for managing B3 waste."

Another message also conveyed by the Environmental Service is related to the use of innovative waste management technology. In this case, the Environmental Service often educates business actors about new technologies that can help reduce the negative impact of waste on the environment. This technology can be in the form of a more efficient wastewater treatment system, material recycling methods, or even innovations in the management of hazardous and toxic waste (B3). This message is conveyed through various technical publications distributed to business actors.

### **C. MEDIA/ CHANNELS**

An open and relaxed communication strategy also includes providing communication channels that are easily accessible to business actors. The Environmental Service provides contacts and communication media such as telephone, email, and social media that can be used by business actors to consult or report problems they encounter in waste management and waste allocation. So that communication does not only occur during meetings, but can also be done at any time as needed. Through open and relaxed communication, the service strives to not only enforce the rules, but also guide and support business actors in managing waste responsibly.

Because good waste management requires cooperation and active participation from all parties involved. The results of this communication strategy are expected to increase the understanding and awareness of business actors regarding the importance of good waste management. With a better understanding, business actors are expected to be more proactive in complying with the rules and implementing waste management practices that comply with established standards. It can be beneficial for the environment, but it can also improve the company's image and social responsibility.

For the whole implemented by the Serdang Bedagai Regency Environmental Service shows a holistic and inclusive approach. By combining various communication methods such as direct meetings, socialization, monitoring and an open and relaxed approach, the service strives to ensure that business actors get the information they need and feel supported in their efforts to manage waste properly.

The Environmental Service usually sends circulars to business actors as one method of communication. This circular contains important information regarding regulations, procedures, and waste management methods that must be adhered to by business actors. Circulars are sent regularly to ensure that all business actors receive the necessary information. In this way, the service ensures that the message it wants to convey can be received by all business actors, both those who have joined and those who have just joined.

The circular letter often holds meetings with business actors. This meeting is a discussion forum between the agency and business actors to discuss various issues related to waste management. In the meeting, business actors are given the opportunity to submit questions, input, or obstacles they face. The Environmental Service strives to provide appropriate explanations and solutions, so that the meeting becomes a means of two-way communication.

The agency also utilizes social media as a communication channel. Through social media platforms, information about regulations, activities, and education related to waste management is delivered more widely and quickly. The use of social media allows the agency to reach business actors and the general public more effectively. Information disseminated through social media is usually presented in an attractive and easy-to-understand form, such as images, videos, or infographics.

Relying on social media, the Environmental Service also created communication materials in the form of brochures. This brochure contains concise and clear information on how to manage waste properly and correctly. The material in the brochure is written in simple language and accompanied by supporting illustrations, so that it is easy for business actors to understand. This brochure is then



distributed to business actors during meetings, or through field visits. The selection of various communication methods shows the quality of the Environmental Service in reaching business actors. The service understands that each business actor has different preferences and needs in receiving information. Therefore, by using various communication channels, the service strives to ensure that all business actors get the information they need in the way that is most appropriate for them. By sending circulars, the Environmental Service ensures that business actors get official and structured information. Circulars usually contain detailed rules and procedures that must be followed, so that business actors have clear guidelines in managing waste. The existence of this circular is also proof of the service's commitment to providing direction and guidance to business actors.

The holding of meetings by the agency provides an opportunity for business actors to interact directly with the authorities. In the meeting, business actors can ask questions and get a more in-depth explanation of the regulations and technical aspects of waste management. This meeting is an important forum for dialogue to build understanding and cooperation between the agency and business actors. The use of social media by the agency allows information to spread quickly and reach a wider audience.

As stated by the Head of Waste Management, Mr. Arifin Pane, SP, as follows:

"Yes, we use Instagram and Facebook to update regulations or activities. The effectiveness is quite good, especially for the younger generation who are more active on social media. We can provide information faster and more directly."

The Environmental Agency uses Instagram and Facebook to provide updates on regulations or activities. These social media were chosen because they are able to reach a wider and more diverse audience, including the younger generation who are more active in using the platform. By using social media, the agency can convey information quickly and on time, so that business actors and the general public can immediately find out the latest policies or activities.

The use of social media is quite good in reaching and delivering information to the public. Instagram and Facebook have features that allow for interactive and interesting information dissemination, such as images, videos, and infographics. This makes the delivery of information easier to understand and attract attention. In addition, interactions that occur through comments or direct messages also allow for two-way communication between the service and social media users.

Especially for the younger generation, the use of social media is very effective. The younger generation tends to use social media more often as their source of information. Therefore, by spreading information through Instagram and Facebook, the agency can reach this audience more efficiently. The younger generation can get information related to regulations and activities directly through the devices they use every day.

By utilizing social media, the Environmental Service can provide information quickly and directly. Updates on regulations, activities, or other important information can be delivered in real-time without requiring a long process. This allows business actors and the community to immediately find out and adapt to changes or new information provided by the service. The Environmental Service to interact more actively with the community. Users can provide responses, ask questions, or provide input through the comments feature or direct messages. Opening a constructive dialogue space between the service and the community, so that better communication can be created and responsive to the needs and problems faced by the community.

#### **D. COMMUNICATOR**

The communicator is the party that is the target of the message delivered by the communicator. In this context, the communicators of the communication strategy of the Serdang Bedagai Regency Environmental Service are waste business actors, the general public, and environmental monitoring institutions.

The main communicators are business actors who produce waste. These business actors consist of various types of industries, both small, medium, and large scale, which in their production process produce waste that has the potential to pollute the environment. The Environmental Service targets these communicators as a priority in the program.

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The Serdang Bedagai Regency Environmental Service is quite good at conveying information about the waste management coaching program. Business actors first learned about the program through direct socialization, flyers, and official invitations, which shows that a direct approach is very useful in conveying important information. The Service also communicates regularly with business actors, using media such as official letters and WhatsApp. The fairly high frequency of communication, around once a month, reflects the good efforts of the Service to maintain relationships and engagement with business actors.

Based on the results of the interview conducted with Mrs. Bd. Yuni Anggraini Pasaribu S.Keb as the owner of the waste business, she said:

"Communication from the Department can be said to be quite routine, usually via official letter or sometimes via WhatsApp if there is a quick update that needs to be conveyed. About once a month there is a notification or invitation to socialize."

"The message they convey is quite clear, they use simple language and often get straight to the point, so we can understand more easily."

Business actors considered the message delivered by the Office to be quite clear and easy to understand, indicating that the communication material prepared was successful. The effectiveness of the Office's communication in providing an understanding of waste management regulations was also considered good, where business actors felt helped by written guidance and direct explanations, although sometimes they needed further explanations regarding regulatory changes. In addition, the most effective communication media according to business actors were WhatsApp and direct socialization, indicating that fast and interactive communication is needed.

As conveyed by Mrs. Bd. Yuni Anggraini Pasaribu S.Keb regarding the socialization approach carried out by the Serdang Bedagai Regency Environmental Service, as follows:

"Yes, we are often invited to attend discussions and socializations. This approach is good because we can directly ask questions, so if there is something we don't understand, we can ask directly."

However, there are challenges in understanding the information, especially related to technical terms that are difficult to understand. However, the re-explanation provided by the Office helps business actors to understand the information better. In this case, business actors recommend that the Office hold more online training or video tutorials, and increase the dissemination of information through community WhatsApp groups. By paying attention to feedback from business actors, the Office can be more effective in implementing its programs, so that communication strategies can be improved to support better waste management.

From the data that researchers have obtained, the programs for 2024 are in accordance with the existing budget capacity in the B3 Waste Section activities where the Budget for Regional Travel Expenses is limited so that for this year direct supervision/monitoring to the activity location is planned for 20 (twenty) Companies that will be carried out B3 Waste Evaluation Guidance and supervision/monitoring both those who apply for extension of expired permits, new permits and/or applications for B3 Medical waste storage permits.

From the data, the whole has been realized by 95%. From the results, the communication strategy carried out by the Environmental Service has been realized well.

## **E. EFFECT**

The effects of the communication strategy carried out by the Environmental Service can be seen from several indicators of success. One of the main indicators is the increase in the number of business actors implementing waste management according to standards. Data from the Service shows an increase in the number of businesses that have obtained environmental certification after undergoing coaching. In addition, this program has also succeeded in reducing the level of environmental pollution in the area around waste-producing businesses, which can be measured by reducing the levels of air and water pollution. Another indicator that shows the effectiveness of the program is the increase in awareness and participation of business actors in CSR programs that focus on waste management and environmental preservation.

Based on the results of the interview with Muhd Arifin Pane, SP as Head of Waste Management Division of the Serdang Bedagai Regency Environmental Service, he said.

"We have a monitoring team that routinely goes to the field to check directly. In addition, there are also environmental audits. If there is something that does not comply with the rules, we provide guidance first, but if they do not comply with the rules, we will give sanctions."

Our supervisory team routinely conducts field inspections to ensure that all operational activities comply with established regulations. These inspections aim to identify potential non-compliance with applicable standards. In addition to routine inspections, we also conduct environmental audits as a comprehensive evaluation of operational performance and its impact on the surrounding environment.

If a violation is found, the first step we take is to provide guidance and direction for improvement. The goal is to help related parties understand and meet applicable standards. However, if after being given guidance there is still no improvement or compliance effort, then we will impose sanctions in accordance with the provisions that have been set. These sanctions are given as a last resort to ensure compliance and maintain operational integrity.

Guidance for business actors still has not made improvements, the agency then considers giving a warning. This warning is given as a follow-up step to encourage compliance with waste management regulations. The agency gives warnings in a constructive manner, explaining the consequences that may occur if violations continue. This warning is a warning for business actors to immediately take corrective action to comply with applicable regulations.

Based on the results of the interview with Mrs. Sukawati, SP, as Head of the B3 Waste Section, regarding the Agency's efforts to ensure business actors' compliance with B3 waste management regulations, it is explained as follows:

"We conduct audits and inspections, if there is anything that is not in accordance, we check the permit, we reprimand first, if violations continue, there can be sanctions."

"We start with a written warning first, if there is no change, sanctions can be imposed, depending on the level of violation."

This monitoring process includes verification of administrative compliance, including checking the completeness of waste management permits. If any discrepancies are found, the initial step taken is to issue a written warning, aiming to provide an opportunity for business actors to make improvements. If violations persist and there are no corrective efforts, the Service will impose sanctions according to the severity of the violation, which shows a commitment to enforcing regulations and protecting the environment.

As stated by Mr. Muhd Arifin Pane as Head of Waste Management Division, as follows:

"We see from the response of business actors and the community after the socialization. If they increasingly understand and comply, it means our strategy is good. In addition, we also ask for feedback from business actors to know what needs to be fixed."

This is in line with what was said by the Head of the Waste Management Section who also said the following:

"We receive direct feedback from the public and business actors. If there are those who do not understand, we will improve the method, perhaps using easier language."

"Yes, feedback is important to us. So we can continue to evaluate and improve our communication methods to be better."

See how many people view, like, comment on, or share the information provided. With a fast, direct, and interactive approach, the agency can deliver information efficiently and reach a wider audience. The use of social media also allows for two-way communication which is important for building understanding and cooperation in efforts to better manage the environment.

### **Barriers to Communication of the Environmental Service in Undertaking Development and Management of Waste Businesses**

Based on the research results found from the seven obstacles identified based on categorization, there are three communication obstacles in the development and management of waste



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businesses according to Effendy, namely semantic, mechanical and ecological obstacles.

**1. Semantic Barriers**

Semantic barriers are seen from the lack of understanding of waste management regulations by business actors. Research shows that many business actors find it difficult to understand the technical terminology and procedures contained in the regulations. They often ignore important messages from the Agency due to the complexity of the rules conveyed. Inadequate and unfocused education causes business actors to be unable to translate the information provided into appropriate actions. To overcome this obstacle, the Agency needs to develop an education program that is easier to understand, using simpler language and relevant examples. The obstacle faced by the Environmental Agency is the lack of understanding of business actors regarding waste management regulations. Many business actors do not fully understand the rules and procedures that must be followed in waste management. This lack of understanding can result in management practices that are less in accordance with established standards, which in turn can have a negative impact on the environment.

Lack of understanding of regulations is also often caused by the level of complexity of the applicable rules. Some business actors find it difficult to understand the technical terminology and detailed procedures in waste management regulations. Making them tend to ignore or carry out waste management in a simple way without paying attention to important aspects regulated by the regulations. Therefore, the agency needs to make more intensive and targeted education efforts.

In an interview with Mr. Supendi, S.Ap, as Head of the Waste Management Section, regarding the biggest challenges faced by the Service in managing waste from businesses in Serdang Bedagai Regency, it was explained as follows:

"The hardest thing is that sometimes there are still businesses that don't care about their waste. Added to that, waste processing facilities are still limited."

"We continue to improve education, and also seek collaboration with other parties to create more adequate facilities. We also encourage business actors to be more responsible about their waste."

According to Mr. Supendi, S.AP, Head of Waste Management Section, the biggest challenge in waste management in Serdang Bedagai Regency is the lack of concern from several business actors towards their waste management. There are still businesses that do not fully understand or carry out their responsibilities in waste management, which can worsen environmental conditions. In addition, the limited waste processing facilities currently available are also a significant obstacle, because adequate facilities are essential to effectively handle the volume of waste produced.

To overcome these obstacles, the Office is trying to improve education for business actors regarding the importance of good waste management in accordance with regulations. These efforts include counseling and supervision to increase their awareness and understanding. In addition, the Office is actively seeking collaboration with related parties for the development and improvement of waste processing facilities. Encouraging business actors to be more responsible is also part of the strategy implemented, to ensure that each party contributes to maintaining the cleanliness and sustainability of the environment in Serdang Bedagai Regency.

**2. Mechanical Barriers**

Mechanical barriers are found in the form of limited existing waste processing facilities. Many business actors, especially from the small and medium sectors, do not have access to adequate facilities to manage waste optimally. This limitation results in communication regarding proper waste management procedures being less than optimal. Business actors are often unable to implement practices that comply with regulations because they do not have the tools or facilities needed to do so. This causes waste management to be carried out haphazardly, resulting in difficulties in implementing the directions conveyed by the Service.

Lack of understanding of the limitations of waste management tools or facilities is also a significant challenge. Some business actors, especially small and medium enterprises, do not have access or financial capacity to provide adequate waste management facilities. These limitations result in waste management being carried out in a less than optimal manner, such as unsafe storage or disposal that does not comply with correct procedures.



The Environmental Agency often has to provide assistance in the form of further education to overcome these limitations in understanding and facilities. This further education is carried out to provide a more detailed explanation of the regulations and how to manage waste properly and correctly. The agency also provides practical advice that can be implemented by business actors with the tools and facilities they have. This approach is expected to help business actors improve their waste management practices despite the existing limitations.

The complexity of bureaucracy and licensing in waste management is also a challenge for business actors. The long licensing process and complicated administrative requirements often become obstacles for business actors to comply with regulations. Therefore, the agency is trying to provide guidance and assistance to business actors in this licensing process. Business actors can more easily meet the requirements and obtain the necessary permits.

In the explanation of Mrs. Sukawati, SP, as Head of the B3 Waste Section, regarding how the Service ensures business actors' compliance with B3 waste management regulations, it is explained as follows:

"We conduct audits and inspections, if there is anything that is not in accordance, we check the permit, we reprimand first, if violations continue, there can be sanctions."

The agency conducts regular audits and inspections to ensure that business actors comply with B3 waste management regulations. This process includes verifying the completeness and validity of waste management permits held by business actors. The purpose of these audits and inspections is to identify potential non-compliances and ensure that all waste management activities are carried out in accordance with established standards.

If during the audit and inspection process any discrepancies are found, the initial step taken is to give a warning to the business actor. This warning aims to provide an opportunity for the business actor to make improvements. However, if the violation continues without any improvement efforts, the Service will apply sanctions in accordance with applicable provisions. This step is taken to ensure consistent compliance and maintain the quality of B3 waste management.

### 3. Ecological Barriers

Ecological barriers are related to the lack of awareness of business actors regarding the importance of good waste management. Research shows that some business actors still view waste management as an additional burden without direct benefits. This view causes them to be less proactive in implementing good practices in waste management. The agency is trying to conduct socialization and education to increase this awareness, but challenges remain. The agency needs to make more intensive efforts in building long-term awareness and demonstrating the real benefits of responsible waste management.

Facing challenges in terms of human resources and time. Routine coaching and monitoring of many business actors requires sufficient resources, both in terms of the number of officers and competence. The agency needs to ensure that officers who carry out coaching have sufficient knowledge and skills to provide effective education and guidance. Coaching and monitoring require sufficient time, so the agency needs to organize a good schedule to be able to reach all business actors.

To overcome these obstacles, the agency adopted a collaborative and solution-oriented approach. The agency collaborated with other parties, such as non-governmental organizations (NGOs), academics, and waste management service companies, to provide more comprehensive support to business actors. This collaboration is expected to help business actors understand and implement regulations, as well as gain access to better waste management facilities and technologies.

Based on an interview with Mr. Supendi, S.Ap, as Head of the Waste Management Section, regarding cooperation between the Service and other parties in managing waste from businesses, it is explained as follows:

"We often work together with NGOs or communities to socialize or provide innovative ideas about waste management and we also cooperate in waste transportation."

Then, an interview with Mrs. Sukawati, SP, as Head of the B3 Waste Section, regarding how the Service collaborates with other parties, such as non-governmental organizations and the

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community, in managing B3 waste in Serdang Bedagai Regency, Mrs. Sukawati also explained as follows:

"We often collaborate with NGOs, private companies, or communities to help provide outreach and raise awareness regarding B3 waste."

All the obstacles in fostering and managing waste businesses require a diverse and sustainable approach. The Environmental Service continues to strive to provide education, guidance, and support needed by business actors. By overcoming these challenges, it is hoped that waste management can be carried out better and in accordance with regulations, so as to prevent negative impacts on the environment and society.

## **DISCUSSION**

### **Communication Strategy in the Development and Management of Waste Management Business at the Environmental Service of Serdang Bedagai Regency**

The communication strategy implemented by the Serdang Bedagai Regency Environmental Service in fostering and managing waste-based businesses analyzed from the elements of transparent communication, namely the compositor, message, media, communication and effect, begins with direct meetings, socialization and supervision. Providing education on waste sorting at the source aims to increase awareness and understanding of the community and business actors about the importance of waste sorting. The service provides information on the types of waste, such as organic, inorganic, and hazardous waste, as well as how to sort them. With a good understanding, it is hoped that the community and business actors can sort waste from the start, thus facilitating the subsequent management process.

The Serdang Bedagai Regency Environmental Service plays a role as the head of the waste management and hazardous and toxic waste division as the main communicator in the communication process with waste business actors, the general public, and environmental monitoring institutions. Communicators are very important in conveying clear and relevant messages. In this case, the Service has succeeded in using various communication channels, such as direct socialization, leaflets, and WhatsApp digital media to reach business actors.

The results of the interview with Mrs. Bd. Yuni Anggraini Pasaribu S.Keb showed that communication was carried out routinely and using simple language, making the message conveyed easier to understand. The involvement of the Office in interactive communication, such as direct discussions in socialization, helps reduce misunderstandings and allows business actors to get clarification directly.

The message delivered by the Agency regarding waste management regulations must be clear and direct. The Agency has succeeded in compiling communication materials that are in accordance with the needs of business actors. From the data obtained, business actors feel that the message received is clear enough and helps them understand waste management regulations. However, challenges arise regarding understanding technical terms that may be difficult for business actors to understand. Therefore, it is important for the Agency to continue to improve the way messages are delivered, using more concrete examples and simpler approaches so that all business actors can understand them without difficulty.

The Environmental Agency uses various media to communicate with business actors, including official letters and WhatsApp. Social media is also a means to reach a wider audience. Communication media, especially WhatsApp, allows business actors to obtain information quickly and easily. The use of appropriate media helps create good two-way communication, allowing business actors to provide direct feedback. The agency needs to consider increasing the use of other interactive media, such as video tutorials or online training, so that information can be delivered in a more interesting and informative way.

The communicants in this study are waste business actors who are the targets of the waste management and coaching program. The Environmental Service targets business actors from various industrial scales as a priority. The Service's efforts to communicate routinely and interactively with business actors can strengthen the relationship between the Service and communicants, thereby

creating a better understanding of regulations. However, there are still challenges in terms of compliance with regulations, which indicates that education and understanding of waste management need to be improved. Therefore, periodic evaluation is needed to ensure that the communication carried out remains relevant.

The effects of the communication strategy implemented by the Office can be seen from several indicators of success. The increase in the number of business actors implementing waste management according to standards and obtaining environmental certification shows that the program is running smoothly. In addition, the reduction in environmental pollution around waste-producing businesses is also a positive indicator of good communication results. The Office conducts routine supervision and environmental audits to ensure that all business actors comply with regulations. Through feedback from business actors and the community, the Office can evaluate and improve the communication strategy used. This is important to increase the effectiveness of the program and ensure better waste management in the future.

The implementation of the communication strategy of the Serdang Bedagai Regency Environmental Service in fostering and managing waste-producing businesses shows a close relationship with various organizational communication theories. Through an interactive approach, the use of appropriate communication channels, the formation of a culture of concern, and the reduction of uncertainty. The vertical organizational communication theory applied in this study shows that interaction between the government and business actors is very important in waste management. Through communication strategies, the Environmental Service can increase business actors' compliance with regulations and build strong relationships that support the management of hazardous and toxic waste.

### **Barriers to Communication of the Environmental Service in the Development and Management of Waste Businesses**

Based on the results of the interview with the Head of Waste Management, B3 Waste and Capacity Building Muhd Arifin Pane, Sp. There are three main obstacles that are often faced by the community's understanding of waste sorting and limited waste processing facilities. In fostering and managing waste businesses, good communication is very important to achieve optimal results.

Semantic barriers arise from business actors' lack of understanding of waste management regulations. Research shows that many business actors have difficulty understanding technical terminology and procedures in regulations, so they tend to ignore important messages from the Agency. The complexity of the rules conveyed makes it difficult for them to translate information into appropriate actions. To overcome this, the Agency needs to design an education program that is easier to understand, uses simple language, and provides relevant examples so that business actors can better understand and implement regulations properly. An interview with Mr. Supendi, Head of the Waste Management Section, revealed that the biggest challenge in waste management is the lack of concern from business actors and the limited processing facilities available. The Agency continues to improve education and collaborate with other parties to create more adequate facilities and encourage business actors to be more responsible for their waste management.

Mechanical barriers are seen from the limited waste processing facilities owned by business actors, especially the small and medium sectors. Many business actors do not have access or financial ability to provide appropriate waste management facilities, which causes waste management to be carried out carelessly. The Environmental Service strives to provide further education and practical guidance to help business actors understand the regulations and correct management methods, despite the existing limitations. The bureaucratic and licensing processes are also a challenge in themselves, where the Service must provide assistance to business actors so that they can meet the necessary requirements. Ms. Sukawati, Head of the B3 Waste Section, explained that the Service conducts routine audits and inspections to ensure business actors' compliance, as well as provide warnings and sanctions for those who violate regulations. Ecological barriers are related to low awareness of business actors regarding the importance of good waste management. Many business actors still see



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waste management as an additional burden without direct benefits, so they are less proactive in implementing good practices. The Office needs to conduct more intensive socialization and education to increase this awareness, as well as show the long-term benefits of responsible waste management. The Office also faces challenges in terms of human resources and time to provide effective guidance and monitoring for the large number of business actors. To overcome these various barriers, the Office adopts a collaborative approach, working with non-governmental organizations, academics, and waste management service companies. Through this collaboration, it is hoped that business actors can better understand and implement regulations, and gain access to more adequate waste management facilities and technologies. All the barriers in fostering and managing waste-producing businesses require a diverse and sustainable approach. The Environmental Office continues to strive to provide the education, guidance, and support needed so that waste management can be carried out better and in accordance with regulations, in order to prevent negative impacts on the environment and society.

The first obstacle is the public's understanding of waste sorting. Many people do not fully understand the importance of sorting between organic and non-organic waste. This lack of knowledge hinders the waste management and monitoring programs that are implemented. Without adequate understanding, people may not separate waste properly, which can affect the overall waste processing and handling process.

To overcome this problem of understanding, it is necessary to conduct ongoing socialization and education to the community. Intensive educational programs are designed to increase public awareness and knowledge about proper waste sorting. Through consistent socialization, it is hoped that the community will become more disciplined in separating waste according to the predetermined categories, supporting the success of the waste management program.

Regular evaluation of the socialization program is also very important. This evaluation helps determine the extent to which the education program has reached the target audience and whether the community's understanding of waste sorting has increased. With clear evaluation results, related parties can assess the success of the program and identify areas that need improvement, so that corrective steps can be taken to increase the success of the socialization.

**CONCLUSION**

The conclusion of the communication strategy in fostering and managing waste management businesses at the Serdang Bedagai Regency Environmental Service is as follows:

1. The communication strategy implemented by the Serdang Bedagai Regency Environmental Service in fostering and managing waste-producing businesses has used an approach that includes socialization and education for business actors. This study is that the Serdang Bedagai Regency Environmental Service implements a vertical communication strategy that involves socialization, coaching, and supervision of waste-producing business actors. This strategy aims to improve understanding and compliance with waste management regulations, with a focus on direct education through socialization and the use of media such as official letters and WhatsApp. Although this strategy has been successfully implemented, there are still challenges, especially related to the technical understanding of regulations by business actors and the limitations of waste management facilities. This strategy emphasizes the importance of participatory communication to involve business actors more deeply in the management of B3 (Hazardous and Toxic Materials) waste. Through routine socialization and monitoring, the Environmental Service has succeeded in creating direct interactions that aim to improve business actors' compliance with regulations. However, this strategy requires improvements in the use of more interactive and innovative communication media so that the messages conveyed are attractive to the audience.
2. The main obstacles faced in the development and management of waste-producing businesses in Serdang Bedagai Regency include semantic, mechanical, and ecological obstacles. Semantic obstacles occur because many business actors do not understand the technical terminology in waste management regulations, which causes difficulties in implementing the rules. Mechanical



obstacles are related to the limited availability of adequate waste management facilities among small and medium businesses. Meanwhile, ecological obstacles reflect the lack of awareness of business actors about the importance of responsible waste management. To overcome these obstacles, more intensive socialization and collaboration between the government, non-governmental organizations, and business actors are needed.

## SUGGESTION

The suggestions that can be given by the author after conducting the research are as follows:

1. Theoretical suggestions that can be given are the application of participatory communication to increase the involvement of business actors in B3 waste management. The Environmental Service needs to use the theory of innovation diffusion to adjust communication messages according to the audience's understanding and apply the theory of risk communication so that information about the dangers of waste is conveyed clearly and attractively. This approach is expected to increase awareness and understanding of business actors regarding the importance of safe and regulatory waste management.
2. Academic advice that can be given is the need for further research on the communication strategies used by the Environmental Service in fostering and managing waste-producing businesses. This research can include a deeper analysis of how various communication methods affect business actors' understanding and compliance with waste management regulations. In addition, it is recommended to develop training modules that can be used to improve the capacity and communication skills of Environmental Service employees.
3. Practical advice that can be given is for the Environmental Service to increase direct interaction with business actors through discussion forums. In addition, the use of social media should be expanded to disseminate information and education on waste management. The service is also advised to provide educational materials that are easier to understand, such as infographics and video tutorials, to improve business actors' understanding of good waste management and placement practices.

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**COMMUNICATION STRATEGY IN GUIDANCE AND MANAGEMENT OF WASTE BUSINESS IN ENVIRONMENTAL SERVICE OF SERDANG BEDAGAI REGENCY**

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