

COMMUNICATION STRATEGY OF THE BEKASI CITY ENVIRONMENTAL AGENCY IN DISSEMINATING THE SEDEKAH SAMPAH PROGRAM

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Abstract. This study aims to analyze the communication strategy implemented by the Bekasi City Environmental Agency in disseminating the Sedekah Sampah (Waste Charity) program to State Civil Apparatus and non-State Civil Apparatus employees within the Bekasi City Government. The study employed a qualitative descriptive method. Data were collected through interviews with informants and a literature review that supported the research data. Data validity was examined through method triangulation. The communication strategy framework used to address the research problem consisted of to secure understanding, to establish acceptance, and to motivate action. The findings indicate that the communication strategy implemented by the Bekasi City Environmental Agency in disseminating the Sedekah Sampah program was generally effective. The intended audience understood the messages delivered. The dissemination activities involved direct communication with the target audience, distribution of the Mayor's instruction letter to Regional Government Agencies within the Bekasi City Government, and the use of WhatsApp in the continuing guidance and reinforcement of the Sedekah Sampah program.

Keywords: communication strategy; Environmental Agency; Sedekah Sampah Program; program dissemination.

I. INTRODUCTION

The term communication is derived from the Latin words *communicatio* and *communis*, which refer to shared meaning. Communication between at least two people occurs when they share an understanding of what is being discussed (Effendy, 2011). According to Nurjaman and Umam (2012), communication encompasses all forms of interaction with other people, including ordinary conversation, persuasion, teaching, and negotiation.

Achieving a communication objective requires a communication strategy. Such a strategy is necessary to accomplish shared objectives pursued by individuals or groups. Strategy refers to the comprehensive communication approach adopted to address challenges that arise during the communication process. According to Kohler, as cited in Muhammad (2011), effective communication is essential for every organization. Organizational leaders and communicators must therefore understand and continually improve their communication capabilities.

Strategy is a form of planning. Discussions of communication planning or communication strategy involve two principal concepts: strategy and communication. Planning or strategy is generally approached from a management perspective. In essence, strategy or planning is a conscious, continuous, and managed effort to select the best alternative from the available options in order to achieve a particular objective (Cangara, 2013).

Communication strategy is one of the central elements of communication. Effendy (2011) defines communication

strategy as the integration of communication planning and management to achieve a particular objective. To attain that objective, the strategy must specify its tactical operation; in other words, the approach may vary depending on the situation and conditions. According to R. Wayne, Barent D., and M. Dallas, as cited in Effendy (2011), communication strategy has three objectives: to secure understanding, to establish acceptance, and to motivate action.

Communication strategies are important for a range of communication purposes, including disseminating a program or campaigning for a positive initiative that benefits both communicators and recipients. The Bekasi City Environmental Agency (Dinas Lingkungan Hidup/DLH) recognized the importance of using a communication strategy to achieve the objectives of the Sedekah Sampah program. Through a communication strategy, the Agency could assess the effectiveness of information delivery concerning the program.

Whether a program functions effectively can be assessed from the way it is communicated to the public and from the public's understanding of it. When information is not adequately understood, the communication strategy may be evaluated and replaced with another approach. The Bekasi City Environmental Agency therefore needed a communication strategy to disseminate the Sedekah Sampah program. The program was initiated because the remaining capacity of the Bantargebang Integrated Waste Disposal Site (TPST) had become increasingly limited and the accumulation of waste had reached a highly concerning level.

Data for 2016 show that the highest monthly waste tonnage at the site was recorded in June, at 27,590.39 tons. The highest average daily volume was recorded in February 2016, at 936.61 tons per day (<https://bekasikota.bps.go.id>).

Program dissemination is essential because objectives directed either toward oneself or toward other people are unlikely to be achieved without it. The outreach undertaken by the Bekasi City Environmental Agency in implementing the Sedekah Sampah program had generally been conducted well. Nevertheless, a small proportion of the target audience, namely State Civil Apparatus (Aparatur Sipil Negara/ASN) and non-ASN employees, had not participated properly. The Agency's dissemination activities had therefore not reached the entire intended audience. The limited participation of some ASN and non-ASN employees indicated that the dissemination process was not yet fully efficient.

Waste has become a shared problem for communities throughout the world. Poor waste management can have serious consequences for a region. Waste is a critical and difficult problem to resolve and may also be understood as a cultural or habitual issue because it affects many aspects of life, particularly in large cities. Waste accumulation is caused by several factors, including the enormous volume of waste that exceeds the capacity of final disposal sites. Existing waste-management practices have often failed to produce positive environmental effects and have received insufficient policy support from government.

Waste problems in Indonesia's major cities, particularly plastic waste, have become increasingly difficult to control. Various initiatives have been undertaken by government institutions, the private sector, and communities. Among Indonesian cities, Bekasi faces a particularly serious waste problem. The city accommodates waste originating from DKI Jakarta and Bekasi City, as well as part of Bekasi Regency. Bekasi City has an Integrated Waste Disposal Site (TPST) located in Bantargebang District. Although the Bantargebang TPST is owned by the DKI Jakarta Provincial Government, it is geographically located in Bekasi City. Covering 110.3 hectares, it is the largest facility of its kind in Indonesia, exceeding the size of the Piyungan TPST in Yogyakarta, the Mulyo Agung Bersatu TPST in Malang, and the Seminyak TPST in Bali. The extensive disposal area also supports a large population of waste pickers. More than 7,000 waste pickers depend on the waste accumulated at the Bantargebang TPST for their livelihoods (megapolitan.kompas.com).

Approximately 9,000 tons of waste enter the TPST each day, comprising 7,500 tons from DKI Jakarta and 1,500 tons generated by Bekasi's population of 2.7 million. Most of the 9,000 tons consists of inorganic waste. In response to the volume delivered to the site every day, the Bekasi City Government launched the Sedekah Sampah program on July 22, 2019. The program was expected to reduce waste generation in Bekasi City by up to 30 percent, or approximately 500 tons per day, before the waste was transported to the Bantargebang TPST. Initiated by the Bekasi City Environmental Agency, the program collects waste generated by Regional Government Agencies (Organisasi Perangkat Daerah/OPD), the Bekasi City Regional General Hospital, municipal bodies, and district offices throughout Bekasi City. The waste is collected, weighed, and transported to the secretariat of the Patriot Central Waste Bank (Bank

Sampah Induk Patriot/BSIP) in Mustikajaya. Collection takes place every Monday from 6:00 to 9:00 a.m. at the Bekasi Mayor's Office. The program was first implemented within the Bekasi City Government as an institutional example. Once it operated effectively, it was planned to be extended to the subdistrict, neighborhood association, and community unit levels (www.bekasikota.go.id).

Waste refers to materials considered no longer useful and discarded by their previous owners or users, although some of these materials can still be used when managed through appropriate procedures (Nugroho, 2013). In a narrower sense, waste consists of accumulated used materials and plant residues that are no longer used, such as plastic, vegetable scraps, food remains, and other discarded objects. Suharto (2011) argues that the government has not addressed the waste problem with sufficient seriousness and should have introduced more substantial innovations. However, piles of waste at a number of temporary disposal sites continue to disturb communities and remain a serious contemporary problem. The widespread use of plastic, which is difficult to decompose, further intensifies the problem at both local and global levels. Although campaigns to reduce plastic bags have been promoted, innovative programs are also needed to manage and utilize waste.

The first implementation of the Sedekah Sampah program on July 22, 2019 collected 1,372 kilograms of newspapers, cardboard, and mineral-water bottles. The program also accepted used cooking oil, which was processed into biogas by another party; a total of 17 liters was collected at the launch. The program was designed to cooperate with waste banks at the neighborhood association level that had been established by the Bekasi City Government and with the Patriot Central Waste Bank. Of approximately 1,000 registered waste banks, 300 were active and 280 remained operational. The program aimed to build a awareness that waste can be managed through simple practices and can generate economic and educational value while supporting environmental conservation. It also sought to reshape the behavior of Bekasi City Government employees and other community members toward inorganic waste, which has considerable resale value. Collected waste can be recycled into economically valuable products or sold after being properly sorted (www.bekasikota.go.id).

Bekasi City was selected as the research location because it is a major disposal center for waste originating from the five administrative cities of DKI Jakarta—North, West, East, South, and Central Jakarta—as well as from Bekasi City and Bekasi Regency. Bekasi also contains Indonesia's largest integrated waste disposal site, the 110.3-hectare Bantargebang TPST, where approximately 7,000 waste pickers depend on the waste stream for their livelihoods.

This study aims to analyze the communication strategy and types of strategy used by the Bekasi City Environmental Agency to disseminate the Sedekah Sampah program. Accordingly, the research problem is formulated as follows: how does the Bekasi City Environmental Agency communicate and disseminate the Sedekah Sampah program to ASN and non-ASN employees?

II. RESEARCH METHODS

This study employed a particularistic qualitative descriptive method. According to Creswell (2014), qualitative descriptive research is a process for understanding human or social problems based on a distinctive research tradition. Krik and Miller, as cited in Moleong (2008), similarly regard a qualitative approach as relevant for observing and analyzing a research phenomenon. Through this approach, researchers can develop an in-depth understanding and interpretation of meanings, realities, and relevant facts. The qualitative descriptive method was used to describe data in the form of statements, concepts, and propositions concerning the communication strategy of the Bekasi City Environmental Agency in disseminating the Sedekah Sampah program to reduce the volume of waste in Bekasi City.

Data were also collected through in-depth interviews. Bungin (2010) defines an in-depth interview as a process of obtaining information for research purposes through face-to-face questions and answers between an interviewer and an informant, with or without an interview guide, in which both parties may be involved in a relatively sustained social relationship. This technique seeks specific forms of information from all respondents while allowing the wording and sequence of questions to be adjusted to each respondent's characteristics. Interviews were conducted to obtain objective information consistent with the research approach. The interviewees were key informants selected on the basis of their roles and direct involvement in the phenomenon. Formal questions addressed the communication strategy used by the Bekasi City Environmental Agency in disseminating the Sedekah Sampah program. In addition to in-depth interviews, the study used a literature review, involving the collection, reading, recording, and processing of relevant published materials.

III. RESULTS AND DISCUSSION

A. Analysis of the Bekasi City Environmental Agency's Communication Strategy in Disseminating the Sedekah Sampah Program

Sedekah Sampah is a program initiated by the Bekasi City Environmental Agency in response to growing concern about the Bantargebang Integrated Waste Disposal Site, which had become increasingly overloaded and was struggling to accommodate waste generated by communities in Bekasi City and DKI Jakarta. The site covers 110.3 hectares, of which 81.91 percent constitutes the effective disposal area, leaving only 18.09 percent. Approximately 9,000 tons of waste are received each day: 7,500 tons from DKI Jakarta and 1,500 tons from Bekasi City and surrounding communities. To implement the program, the Agency identified its communication targets as ASN and non-ASN employees working in Bekasi City Government offices, as well as district and subdistrict offices, the Bekasi City Regional General Hospital, and other government institutions within the city.

In addition to reducing the volume of waste received by the Bantargebang TPST, the program enables ASN and non-ASN employees to identify types of waste that can still be reused or converted into handicrafts. It also encourages them to sort inorganic and organic waste and to minimize waste generated in the workplace. The Bekasi City Environmental

Agency is responsible for informing all Regional Government Agencies in the city and disseminating information concerning the program.

Communication has become one of the most important dimensions of human life. It is a process through which a person conveys purposes, intentions, and desires to another person. Communication is required in every organization to achieve previously established objectives. A communication strategy is a deliberate approach used to reach a predetermined communication objective. In campaigns and propaganda for promotional or publication purposes, communication seeks to build knowledge, awareness, understanding, interest, and support among various stakeholders and ultimately to establish a positive image of an institution or organization.

The most fundamental purpose of communication is to create understanding. Every member of an organization is responsible for ensuring that the organization's target audience understands its overall existence and activities. This knowledge is expected to generate understanding among the audience. The achievement of organizational objectives is strongly influenced by the quality of the relationship between an organization and its audience and by the positive impressions produced through that relationship.

1. Communication Strategy

A communication strategy defines the target audience and the actions to be taken, explains the benefits from the audience's perspective, and determines how a wider audience can be reached effectively. Over time, the public-relations function within an organization or company has become increasingly dynamic. It no longer serves only as an image maker but also constitutes an important part of the management function.

An effective communication strategy enables messages to be properly received and understood by the target audience. This is consistent with Iseu Susiheri's explanation:

"We disseminated the program during the Monday morning assembly. We chose direct communication because we could inform them in person. We explained to all employees the purpose and objectives of the Sedekah Sampah program, including its aim of reducing the volume of waste at the Bantargebang TPST. During the assembly, we told all ASN and non-ASN employees within the Bekasi City Government that, under the Mayor's instruction, they were required to bring waste from home after sorting it there. We used this approach before the flood and the COVID-19 pandemic. We also communicated indirectly through WhatsApp groups and distributed the Mayor's instruction leaflet to every Regional Government Agency. We selected these strategies because we considered them effective for reaching ASN and non-ASN employees. The Sedekah Sampah program was intended only for the Bekasi City Government and its agencies, not for the general public."

(Interview with Iseu Susiheri, June 22, 2020).

Based on this account, the Bekasi City Environmental Agency used direct communication that was both persuasive and instructive. The persuasive character was evident in the language used during dissemination activities. The Agency provided and distributed information to the target audience during activities held in the courtyard of the Bekasi City Government Office. The messages conveyed positive appeals

and explained the increasingly limited capacity of the Bantargebang TPST.

2. Communication Targets

Before initiating communication, communicators must identify and understand the intended audience. This depends on whether the communication objective is merely to inform the audience, using an informative method, or to encourage particular actions through persuasive or instructive methods. Communication targets are individuals or groups intended to receive information or benefits from a program. Dissemination is more likely to succeed when the target audience is clearly identified and the message is carefully prepared. In disseminating the Sedekah Sampah program, the Bekasi City Environmental Agency targeted ASN and non-ASN employees in Bekasi City.

Communicators and audiences have shared interests in the communication process. Without common interests, communication cannot proceed effectively. To facilitate communication and achieve positive outcomes, the communicator must establish common ground with the audience, particularly in relation to the message, method, and media. Iseu Susiheri stated:

"The targets of the Sedekah Sampah program are ASN and non-ASN employees. They were selected because the program is implemented only within the Bekasi City Government offices and district offices, not among the general public."

(Interview with Iseu Susiheri, June 22, 2020).

Communication messages must be adjusted to the audience's frame of reference. A person's frame of reference is formed through experience, education, lifestyle, social norms, social status, ideology, aspirations, and other factors. Understanding this frame of reference is more difficult in mass communication because audiences are heterogeneous. Messages delivered through mass media should therefore be informative, general, and comprehensible to diverse groups. When messages are persuasive, communication may be more effective if audiences are divided into specific groups and addressed through group communication.

Situational and conditional factors must also be considered. Situation refers to the communication setting in which recipients receive a message. Potential obstacles may be anticipated in advance or may arise unexpectedly while communication is taking place. Condition refers to the recipient's psychological and physical state at the time the message is received. Communication is unlikely to be effective when recipients are angry, hungry, sad, confused, or otherwise distressed.

Based on this discussion, the Bekasi City Environmental Agency had clearly identified its communication targets. Knowing the target audience is crucial because it enables the parties involved to build cooperation and support effective program implementation. Sedekah Sampah was specifically directed toward ASN and non-ASN employees in order to educate them about the decreasing capacity of the Bantargebang TPST and its difficulty in accommodating the waste delivered every day. For dissemination to the wider community, the Agency operated a separate Waste Bank program. Although the names differed, the programs had similar purposes and benefits.

3. Message Development

After identifying the target audience and its situation, the next stage in strategy formulation is to develop the message and determine its themes and content. The principal requirement for influencing an audience is a message that can attract attention. Messages may be delivered through selected media to draw readers' attention and facilitate reception. Available channels include print and electronic media.

In disseminating the Sedekah Sampah program, the Bekasi City Environmental Agency used persuasive and instructive direct communication to ensure that ASN and non-ASN employees understood the program's benefits and the information delivered by the Agency. Messages needed to attract attention so that employees would listen during outreach activities; one way of accomplishing this was to provide useful information. Iseu Susiheri explained:

"Waste in Bekasi City has become extremely abundant. We were concerned because the Bantargebang TPST receives more waste from different areas every day, and this has become a major problem. It is a problem that concerns all of us."

(Interview with Iseu Susiheri, June 22, 2020).

The Agency's messages emphasized concern about the continuously increasing volume of waste at the Bantargebang Integrated Waste Disposal Site and were both persuasive and instructive. The researchers considered the message structure to be two-sided because it presented both positive and negative consequences. The positive consequence was that the program could help reduce waste volume. The negative consequence was that, without participation by ASN and non-ASN employees, the quantity of waste at the Bantargebang TPST would continue to increase without optimal management. By emphasizing the serious condition of the site, the messages encouraged the target audience to contribute to the Sedekah Sampah program.

In addition to the elements discussed above, three core objectives of communication strategy were examined: (1) to secure understanding, (2) to establish acceptance, and (3) to motivate action. These objectives were used to identify the strategy adopted by the Bekasi City Environmental Agency in disseminating the program.

a. To Secure Understanding

To secure understanding is the initial stage of influencing recipients through messages delivered for a particular purpose. At this stage, the communicator ensures that the intended audience receives and understands the meaning of the message. Communication with an audience is an active process in which communicators and recipients not only establish a relationship but also influence one another.

The Bekasi City Environmental Agency used persuasive and instructive direct communication during Monday morning assemblies. This setting was selected because ASN and non-ASN employees from various Regional Government Agencies, districts, and subdistricts throughout Bekasi City attended the assembly. The likelihood that the audience would understand the message was relatively high because information concerning the Sedekah Sampah program was delivered repeatedly on several Mondays. Iseu Susiheri stated:

"We made sure that ASN and non-ASN employees understood the program by observing whether they brought

the materials we had instructed them to bring during the Monday morning assembly. They brought plastic bottles, used newspapers, waste paper, and, in some cases, used cooking oil. Because the program was already operating and they brought the requested materials, we could conclude that they understood."

(Interview with Iseu Susiheri, June 22, 2020).

Ensuring that the target audience understood the Agency's instructions concerning Sedekah Sampah was an appropriate way to determine the next stage of the program and identify weaknesses in the communication strategy. This supported a shared understanding between the Bekasi City Environmental Agency and its target audience, namely ASN and non-ASN employees throughout Bekasi City. Dewinta stated:

"Yes, I understand the Sedekah Sampah program. I learned about it from the Environmental Agency. The program is intended only for ASN and non-ASN employees. We are asked to donate items such as plastic bottles, used newspapers, waste paper, or used cooking oil. The program helps reduce the volume of waste at the Bantargebang TPST."

(Interview with Dewinta, June 25, 2020).

Appropriate wording is essential when disseminating a program. When sentences are easy for recipients to understand, the communicator's task becomes less difficult. The findings indicate that ASN and non-ASN employees across Regional Government Agencies, the Regional General Hospital, district and subdistrict offices, and the Bekasi City Government complex understood the objective of securing understanding. Their compliance with the instruction to bring waste demonstrated that the messages had been understood. This was a positive achievement for a newly introduced program.

b. To Establish Acceptance

After ensuring that ASN and non-ASN employees understood the messages concerning Sedekah Sampah, the next stage was to establish acceptance by continuously guiding and reinforcing the audience. Such reinforcement is important so that the message remains understood and is translated into consistent implementation. The Bekasi City Environmental Agency provided information on the program, its objectives, and its benefits; distributed the Mayor's instruction letter to all Regional Government Agencies in Bekasi City; and shared information through WhatsApp. These measures were intended to ensure that the messages were properly accepted, understood, and implemented. Iseu Susiheri explained:

"We guided ASN and non-ASN employees mainly by providing information during the Monday morning assembly and explaining to all employees that waste is not an enemy. We also distributed the Mayor's instruction letter and shared information through WhatsApp among the Regional Government Agencies. When waste is properly managed, it can generate additional income. Because the program is called Sedekah, participation is voluntary and is regarded as a form of charity. This touched their hearts. We also conducted the dissemination activities more than once."

(Interview with Iseu Susiheri, June 22, 2020).

The guidance undertaken by the Bekasi City Environmental Agency and the information provided about the importance of Sedekah Sampah attracted ASN and non-ASN employees to participate. Dewinta stated:

"Yes, I am very interested, especially because the program has positive effects for us, for the environment, and for communities around the Bantargebang TPST. It reduces waste. Inorganic waste can be processed and recycled into useful products instead of being immediately discarded. It can be useful again and has economic value."

(Interview with Dewinta, June 25, 2020).

The guidance stages described above included the use of mass-communication techniques, particularly WhatsApp. When employees in a Regional Government Agency had contributed only minimally to the program, the Bekasi City Environmental Agency directly contacted and encouraged the relevant agency to increase employee participation. Iseu Susiheri stated:

"For program guidance, we mainly use WhatsApp among Regional Government Agencies. We do not use other social media because the program is intended only for ASN and non-ASN employees."

(Interview with Iseu Susiheri, June 22, 2020).

The findings show that the objective of establishing acceptance was implemented effectively. The Agency did not end its involvement after the initial dissemination but maintained responsibility for guiding the target audience. It distributed the Mayor's instruction letter to Regional Government Agencies, provided follow-up information through WhatsApp, and repeated dissemination activities on several occasions. Waste was collected every Monday and transferred to the Patriot Central Waste Bank. The Agency also cooperated with the waste bank to disseminate the program to district and subdistrict offices.

c. To Motivate Action

To motivate action is the final stage of the communication strategy and follows the audience-guidance stage. The Bekasi City Environmental Agency needed to motivate ASN and non-ASN employees and Regional Government Agencies in Bekasi City so that they would continue participating, remain aware of the program's importance, and sustain their enthusiasm. Iseu Susiheri stated:

"During the Monday morning assembly in the parking area of the Bekasi City Government Office, we motivated them by explaining that the Bantargebang TPST had increasingly limited capacity and would become a serious problem if it was not addressed immediately. We invited them to donate waste from their homes or offices. Rather than sending it to the TPST, the waste could be donated and transformed into handicrafts with economic value."

(Interview with Iseu Susiheri, June 22, 2020).

Motivational messages should use language that generates energy and enthusiasm. When this is accomplished, the target audience is more likely to participate enthusiastically in the Sedekah Sampah program. Dewinta stated:

"Because the Environmental Agency implemented the program, we were highly enthusiastic about participating. We also wanted to set an example for other Regional Government Agencies in the Bekasi City Government so that they would remain enthusiastic about the Sedekah Sampah program."

(Interview with Dewinta, June 25, 2020).

The findings indicate that the objective of motivating action was implemented by the Bekasi City Environmental Agency among ASN and non-ASN employees. The Agency recognized that without motivation, interest in the program

would be limited. Motivation is necessary when disseminating a program because it makes the target audience feel involved and valued by the communicator. The audience demonstrated considerable interest. Overall, the communication process was implemented well, beginning with message delivery and reception, continuing through guidance, and ending with motivation.

B. Triangulation

Triangulation is a technique used to examine data validity by testing the consistency and credibility of research information. In this study, data credibility was assessed through source triangulation. Patton, as cited in Moleong (2013), defines source triangulation as comparing and rechecking the reliability of information obtained at different times and through different instruments in qualitative research. The data were then described and categorized to identify shared, divergent, and source-specific perspectives. The researchers cross-checked information provided by key informants and informants from the Bekasi City Environmental Agency against information from the Tangerang City Environmental Agency. Joko Peno, a staff member responsible for Environmental Capacity Improvement who was considered knowledgeable about Tangerang City's Sedekah Sampah program, was interviewed for this purpose.

The Bekasi City Environmental Agency and the Tangerang City Environmental Agency are Regional Government Agencies responsible for environmental sanitation, including waste management. Both agencies operate programs called Sedekah Sampah. Joko Peno explained:

"The program was created to encourage people to care about the environment and to donate even if the donation consists only of waste. Fundamentally, the Sedekah Sampah program aims to reduce the volume of waste sent to the final disposal site."

(Interview with Joko Peno, July 13, 2020).

The statement indicates that the Sedekah Sampah programs operated by the Bekasi City and Tangerang City Environmental Agencies share the objective of reducing the amount of residual waste disposed of at final disposal sites. Both agencies therefore pursue positive environmental objectives through the program.

The fundamental aim of Sedekah Sampah is to reduce waste accumulation at final disposal sites and to recover materials that can still be processed, reused, and converted into economic value. The program also teaches the public that every waste-disposal site has a limited operational capacity. Joko Peno stated:

"The aim is to change the mindset of the community, particularly residents of Tangerang City, so that pollution and the amount of waste sent to the final disposal site can be reduced. If the program functions properly, pollution and waste disposal at the site can ultimately be minimized."

(Interview with Joko Peno, July 13, 2020).

The statement confirms that the Tangerang City and Bekasi City Environmental Agencies share the objective of reducing waste deposited at final disposal sites.

A communication strategy is required when disseminating a program so that communication reaches the intended audience effectively and recipients understand the message.

The Tangerang City Environmental Agency used direct communication that was persuasive and instructive. Joko Peno explained:

"We disseminated information to the people of Tangerang City through subdistrict offices, regional coordinators of the education agency, and neighborhood and community units. The activities invited residents to develop the habit of donating. People eventually understood that they could make charitable contributions through waste. Our dissemination therefore combined education with an invitation to participate. We also conducted roadshows, visited communities, and provided education concerning the program."

(Interview with Joko Peno, July 13, 2020).

The Tangerang City Environmental Agency's communication strategy was similar to that of the Bekasi City Environmental Agency: both used persuasive and instructive direct communication to disseminate the Sedekah Sampah program. The two agencies used invitational messages to encourage their respective audiences to support the program and to care for the environment.

Social media are currently considered effective communication channels because messages can reach target audiences directly and can be accessed repeatedly. Recognizing this potential, the Tangerang City Environmental Agency used social media in its dissemination activities. Joko Peno stated:

"We use mass media to disseminate the Sedekah Sampah program, including television, newspapers, and social media. Information is also available on the official website of the Tangerang City Environmental Agency."

(Interview with Joko Peno, July 13, 2020).

The use of social media by the Tangerang City Environmental Agency was similar to the approach adopted by the Bekasi City Environmental Agency, although Tangerang used a wider range of platforms. This difference reflected the target audience: Tangerang addressed the general public and therefore required multiple media channels to reach people effectively, whereas Bekasi relied mainly on WhatsApp because its Sedekah Sampah program was directed only toward ASN and non-ASN employees. The analysis of communication-strategy formulation again focused on three objectives: to secure understanding, to establish acceptance, and to motivate action.

1. To Secure Understanding

At this stage, the agency ensured that the audience understood the message delivered by the communicator. The Tangerang City Environmental Agency used its own method to verify understanding: residents who brought the instructed types of inorganic waste were considered to have understood the message. Joko Peno explained:

"We determine whether people understand the information we have disseminated by seeing whether they bring the materials described during the outreach, such as inorganic waste that can be processed again. That is how we assess it."

(Interview with Joko Peno, July 13, 2020).

The quotation shows that the Tangerang City Environmental Agency used the same pattern as the Bekasi City Environmental Agency to determine whether the audience understood the message. Both agencies assessed understanding from whether participants brought the

instructed inorganic materials, including plastic bottles, waste paper, used newspapers, and used cooking oil.

2. To Establish Acceptance

The next stage of the communication strategy was to guide and reinforce the target audience. This process was important to ensure that the messages already received continued to be understood and implemented. The Tangerang City Environmental Agency recognized this need and provided guidance through dissemination and other activities. Joko Peno stated:

"We guide the community by conducting outreach activities. After the outreach, we monitor and evaluate the results of the education with assistance from environmental activists."

(Interview with Joko Peno, July 13, 2020).

The guidance provided by the Tangerang City Environmental Agency was similar to that provided by the Bekasi City Environmental Agency because both used dissemination activities to reinforce their audiences. The difference was that Tangerang followed dissemination with monitoring and evaluation, whereas Bekasi combined dissemination with the distribution of the Mayor's instruction letter and follow-up through media communication when employees demonstrated limited interest in the Sedekah Sampah program.

3. To Motivate Action

Motivating action is the final component of the communication strategy. Motivation is needed to stimulate a willingness to participate—in this case, to encourage the target audience to engage in the Sedekah Sampah program. Recognizing the importance of motivation, the Tangerang City Environmental Agency incorporated it into its communication activities. Joko Peno explained:

"We motivate the public by informing them about the Mayor's visits and his direct communication with residents. The Mayor wants every village to develop a thematic identity, and these villages are even included in competitions. We also explain that, without proper attention, the final disposal site will become overcrowded with waste that could actually be processed. This approach encourages people to participate enthusiastically in the program."

(Interview with Joko Peno, July 13, 2020).

The Tangerang City Environmental Agency's approach to motivating its audience was similar to that used by the Bekasi City Environmental Agency. Bekasi focused its motivational communication on ASN and non-ASN employees, whereas Tangerang addressed the wider community. Both agencies motivated their respective target audiences.

IV. CONCLUSION

The findings concerning the Bekasi City Environmental Agency's strategy for disseminating the Sedekah Sampah program indicate that the communication strategy was generally implemented effectively. Nevertheless, a small proportion of ASN and non-ASN employees still did not fully understand the program.

The Bekasi City Environmental Agency applied the three communication-strategy objectives of securing understanding, establishing acceptance, and motivating action. To secure understanding, the Agency conducted dissemination activities and confirmed audience comprehension by observing whether participants brought the

materials specified in the instructions, such as plastic bottles, waste paper, used newspapers, and used cooking oil. To establish acceptance, the Agency did not rely solely on information delivered during morning assemblies; it also distributed the Mayor's instruction letter and communicated through WhatsApp with Regional Government Agencies in Bekasi City. The dissemination activities were repeated on several Mondays, demonstrating sustained guidance intended to maintain participation. To motivate action, the Agency directly encouraged the target audience and emphasized the importance and benefits of the program. This direct motivation helped generate enthusiasm and sustained participation in Sedekah Sampah. The program's implementation was therefore supported by a communication process that moved from understanding and acceptance to motivated action.

V. RECOMMENDATIONS

The communication strategy implemented by the Bekasi City Environmental Agency was generally appropriate and consistent with communication procedures. However, several recommendations can be offered. First, a small proportion of the target audience remained uninterested in participating, as reflected in the limited waste materials they contributed. The Agency should identify Regional Government Agencies with low or nonexistent participation in Sedekah Sampah. After documenting these agencies, it could provide follow-up feedback through WhatsApp and encourage their employees to become more actively involved in the program.

Second, the Bekasi City Environmental Agency should develop visually attractive posters for Sedekah Sampah and display them near the entrance of every Regional Government Agency in Bekasi City. Frequent exposure to the posters may increase employees' interest in participating in the program.

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