

Bureaucracy Entrepreneurship Strategy Waste Management In Ciamis, Tasikmalaya, Pangandaran Regency And Tasikmalaya, Banjar City

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ABSTRACT

The limited quantity of human resources and inadequate service and bureaucracy in waste management services in East Priangan have made waste management in the area very ineffective. The lack of facilities and infrastructure, public awareness, and the absence of rules and strategies in waste management then exacerbate this. This study then aims to see how the entrepreneurial strategy of waste management bureaucracy can be implemented in East Priangan, Indonesia. This research is descriptive qualitative research using SWOT analysis. The data used in this study came from interviews and literature studies regarding studies that still relate to the research discussion. The results of this study then found that waste management in East Priangan uses five strategies, where the Core Strategy and cultural strategy are going well, while the Consequence Strategy, Customer Strategy, and Control Strategy can be said to be not optimal. The strategy for entrepreneurship in the waste management bureaucracy that is effective in East Priangan is an Aggressive Strategy (Growth Oriented Strategy), meaning that the organization is in a steady state by maintaining the previous strategy and seeking necessary improvements to be further optimized through internal strengthening or future innovation.

Keywords: Strategy, Entrepreneurial Bureaucracy, Waste Management.

1. Introduction

Technological advances are very fast, causing progress in all fields as well as causing unwanted impacts. This very prominent technological progress has become a global impact, so it is of concern to all countries in the world. This globalized environmental impact is not solely the result of rapid technological advances but human activities (Nižetić et al., 2020). In Indonesia, waste is an object underestimated by the community, as the population increases yearly, the need for household goods increases and causes negative impacts such as garbage. Garbage seems to have no use whatsoever and is considered a source of natural disasters such as floods, epidemics, and so on (Akmal & Jamil, 2021).

The uncontrolled use of technology will only exacerbate environmental damage. The scope of the environment is very wide, from the sky or the air, from the north pole to the south pole, mountain peaks, cities, valley villages, rivers, oceans, seawater, and seabed. Because of this, environmental awareness is becoming increasingly important, and population and environmental education for everyone, both nationally and internationally, becomes absolute because humans and the environment are two main elements that determine each other (Miraux, 2022). Population growth and industrial expansion will have an effect on the amount of garbage generated, including plastic waste, paper, and B3-containing packaging materials (Dangerous Toxic Materials). The quantity and composition of garbage are highly influenced by a person's way of life and the materials they consume; as a household's economy grows, so does the variety of waste it generates. In addition to these conditions, there is still garbage generation and disposal in rivers, which badly affects the ecosystem and disrupts human health (Kee et al., 2022).

The main waste producer is the community, so they must be responsible for the waste they produce (polluters must pay). The concept of good waste management is that waste management starts at the source, the closer to the source, the greater the sense of belonging and responsibility for managing the waste. For example, if village A's waste is disposed of in village B, there will be social rejection by village B because village B does not have a sense of belonging to village A's waste (Williams & Rangel-Buitrago, 2022). Therefore village A should dispose of waste and manage it by village A. Sources of waste originating from the community should be managed by the community concerned so that they can be responsible for their waste because if other parties manage it, it is usually less

responsible and even tends to be destructive (Chisholm et al., 2021).

Waste management is based on Law no. 18 of 2008 and Government Regulation Number 81 of 2012 regarding waste management as the government's responsibility, including the issue of financing, and is carried out with two main focuses, waste reduction, and handling. In particular, the authority of the local government for waste management is stated in Article 9, paragraph (1) as follows:

Establish policies and strategies for waste management based on national and provincial policies; Carry out district/city scale waste management following the norms, standards, procedures, and criteria stipulated by the government; Carry out guidance and supervision of waste management performance carried out by other parties; Determine the location of temporary storage sites, integrated waste processing sites, and final waste processing sites; Carry out regular monitoring and evaluation every 6 (six) months for 20 (twenty) years on the final waste processing site with an open disposal system that has been closed; And Develop and organize an emergency response system for waste management following their authority (Fatimah et al., 2020)

Waste management service is a service that aims to serve the community in waste management. In waste management services, good performance is needed so that waste management can run effectively and efficiently and provide community satisfaction. However, problems in waste management that often occur include people's behavior and lifestyle, which still tend to lead to an increase in the rate of waste generation which is very burdensome for cleaning managers, limited resources, budget, and personnel vehicles so that cleaning managers are unable to serve all the waste generated. Garbage can cause serious problems if not handled properly because it can damage the environmental balance (Mir et al., 2021).

Ciamis Regency, which is one of the regencies in West Java, was formed based on Law Number 14 of 1950 concerning Regency Regional Government within the Province of West Java, whose territory has been divided with the City of Banjar; based on Law Number 27 of 2002 concerning the Formation of the City of Banjar in West Java Province and there was a division again, namely Pangandaran Regency based on Law Number 21 of 2012 concerning the Formation of Pangandaran Regency in West Java Province. This makes the Ciamis Regency in 2022 consist of 27 sub-districts, further divided into 258

villages and 7 sub-districts. After experiencing regional expansion, the population of Ciamis Regency in 2022 will be 1,372,846. Thus, Ciamis Regency has an area of 1,433.10 km², and the population density in the Ciamis Regency is 958 people per km². With such a large population, the more waste types produced, the better and more integrated waste management is needed.

The composition of kitchen or organic waste ranked the highest at 68.37%, above plastic waste at 22.35%, textile at 3.79%, paper at 2.01%, wood at 2.00%, glass at 0.64%; metals at 0.42%, and others at 0.42%. The more volume of waste and the ineffective management of its management, the more expensive the waste management budget will be. The high budget is considered one of the factors hindering the handling of waste problem-solving in Ciamis Regency. The waste problem is not a light problem that can be solved quickly. If it is not handled immediately, new problems will arise. Like the increasing amount of land used for waste disposal, it also involves health, social, and budgetary issues (Salvia et al., 2021). Meanwhile, the performance of waste management in the East Priangan region is still far from expectations, in Ciamis Regency, especially regarding waste managed at 124 tons/day, it is still far from the value of waste generation, which is 575 tons/day, meaning up to now, waste management carried out by the government of Ciamis Regency still uses the end of the pipe solution approach. This approach focuses on waste management once the waste has been produced, namely by collecting, transporting, and disposing waste to the final waste processing site (TPA) (Soni et al., 2022). However, waste management in Ciamis Regency is made possible due to limited facilities and infrastructure for disposal from TPS to TPA or inadequate TPS capacity and inconsistent frequency of waste collection, which causes waste to accumulate, resulting in a polluted environment around TPS, lots of flies, many residents complained because of the strong and uncomfortable smell around the TPS. Many residents complained about closing the TPS because they could no longer handle the overloaded garbage and the strong smell, a common problem in the East Priangan area (Dogu et al., 2021). Based on the brief explanation above, this research was then carried out to see how entrepreneurial strategies can be carried out within the waste management bureaucracy in East Priangan, Indonesia.

2. Literature Review

Public Administration

The definition of the administration itself can be broad but can also be narrow. In a broad sense, administration organizes organizational activities to achieve stated goals using human and non-human resources. The narrow meaning of administration is a process involving some people in the organization to achieve the goals set between them (Varghese & Crawford, 2021). The administration is a series of activities or processes of controlling the method or system of cooperation of several people so that it takes place effectively and efficiently in realizing common goals. Herbert gave his opinion about administration: "administration can be defined as the activities of group cooperating to accomplish common goals" (Pan & Zhang, 2021)

Administration is the capacity and job skills to attain objectives through rational action effectively and efficiently. With a realistic, truly exact, logical, and executable strategy, goals can be achieved successfully and efficiently by rational action (Anshari & Hamdan, 2022). Meanwhile, according to Siagian, the administration is: "The entire process of implementing the decisions that have been taken, and the implementation is generally carried out by two or more people to achieve predetermined goals". Then Gulick stated: "administration has to do with getting things done, with the accomplishment of defined objectives" (Villegas-Ch et al., 2020).

The process of administrative implementation involves using public resources and personnel to organize and coordinate decision-making in policy, with the aim of defining the universal functions of leaders and the principles of good leadership. This is achieved through the active and proactive regulation of society by the government, which assumes that society is a passive and less capable entity that must accept and adhere to the decisions made by those in power. The government takes the lead in organizing and initiating actions that it deems important or beneficial for society (Kitson et al., 2021)

Reinventing Government

The presence of bureaucracy cannot be avoided in a contemporary state, as it is a crucial social instrument. The presence of bureaucracy is a logical consequence of the state's (government's) primary responsibility to organize social welfare. The state must be personally involved in the production of the products and services required by its citizens

(public goods and services), and in certain instances, it determines what is best for its citizens. For this reason, the state constructs the bureaucracy, a system of administration designed to serve the people's interests (Basnyat et al., 2019). The development and growth of the society, which is dynamically accompanied by an increase in the standard of living and education of the people coupled with the development of advances in technology and information, makes it important to increase the process of empowering the community's environment. Therefore, the service part of the public sector is also expected to follow changes that occur quickly and dynamically in society (Sarwar et al., 2019).

Society's demands on public servants continue to increase along with the increasing dynamics of society and the times, and this condition needs to be balanced with the quality of the bureaucratic apparatus that is good, sensitive, and responsive in capturing people's aspirations. To support, and accelerate state and regional development, a neutral state bureaucracy and civil apparatus position and positive changes in implementing it are needed (Carstensen et al., 2022). One of them is reinventing government, basically, according to the language, reinventing means finding or reinventing. But according to the terms, reinventing can be interpreted as entrepreneur or entrepreneur. Entrepreneurship is rethinking conventional paradigms and discarding traditional ways of doing things (Tauber, 2021). Entrepreneurship is the ability to see and assess business opportunities, gather the resources needed to take the right actions and take advantage to achieve success. From the above understanding, it is known that entrepreneurship does not mean having to deal with business, but entrepreneurship is the ability or skill of a person to assess and see in detail an opportunity (Takata et al., 2022)

The concept of reinventing government exemplifies the New Public Management (NPM) paradigm, in which the state is viewed as a modern service provider that occasionally competes with the private sector. On the other hand, in particular industries they retain the obligation to deliver the highest level of service and quality despite their monopoly status. In the New Public Management (NPM) paradigm, everything that is not beneficial to society is regarded as waste. People are no longer viewed as servants but as customers of public services who, due to their tax contributions, are entitled to a particular level of service and quality (Agartan & Kuhlmann, 2019). The first impetus for the reinventing government movement was the high cost of bureaucratic

financing and the poor performance of the bureaucratic machinery. The government is under pressure from the public as a taxpayer to streamline its budget and improve its performance. Non-governmental organizations are tasked with carrying out inefficient public service duties that have strained state finances (Newman et al., 2022). Therefore, there will be a process of reducing the role and function of the government, which once monopolized all areas of public services but now shares them with the private sector. The government, which was once large and monopolized all public services but now shares them with the private sector, wants to be transformed into a small government that is effective, efficient, responsive, and accountable to the public interest. According to the preceding statement, reinventing government (entrepreneurial government) is a system for exerting authority and power in governing social, economic, and political life with an entrepreneurial spirit in each government official or member (Cashore et al., 2021).

Strategy Management

Strategic management is a dynamic process since it occurs continually within an organization, and every plan requires constant evaluation and, in the future, possible modification. One of the primary reasons for this is because both the internal and external situations of a company are always changing. In other words, the objective of the management strategy is for the organization to become a unit capable of demonstrating high performance, since successful organizations are those whose levels of effectiveness and productivity continue to increase (de Lucas Ancillo et al., 2021).

Strategic management entails determining strategy and planning issues, as well as how these strategies are implemented in practice. Strategic management can be viewed as encompassing three fundamental components. The applicable strategist conducts a strategic analysis in which he or she attempts to comprehend the strategic position of the concerned company. A strategic decision also involves the formulation of many action plans, evaluations, and alternatives (Fischer et al., 2020).

Strategic management in management science literature has a broad scope, and no definition is considered standard. Strategic management includes all activities that lead to formulating organizational goals and strategies and developing plans, actions and policies to achieve these strategic goals for the organization concerned. Scarborough & Zimmerer put

forward strategic management, namely, “Development of planning activities and is a guide for companies in achieving missions, goals and being able to solve problems objectively” (Chofreh et al., 2021).

The strategic management process requires managers to check and control the situation of the institution or company periodically, evaluate its mission and objectives, and assess the external environment from the point of view of the economic situation, structural changes, competition, and technological innovation in addition to assessing internal capabilities, such as human resources, quality or outcome, skills and marketing techniques and financial performance (Barbosa et al., 2020). Then according to Wheelen and Hunger, strategic management is: “A set of leadership decisions and long-term decision-making actions within the organization. This includes environmental analysis (external and internal environment), strategy formulation, strategy implementation, evaluation, and control” (Kassa & Tsigu, 2022).

Public Service

Service refers to a product having no form or shape that cannot be possessed, or that is momentary or short-lived, but is experienced and may be felt by the service recipient. In the context of public services, greater focus is placed on how elements of public administration such as policy formulation, organizational design, and management processes are utilized to ensure the effectiveness of public service delivery, where the government is the responsible provider. Public services can fulfill six out of ten indications of good service, according to Gasperz, based on the certainty of service time, service accuracy, courtesy and friendliness, responsibility, completeness, and simplicity of obtaining service (Klepp et al., 2020).

If these requirements are met by the offered services, then it may be claimed that the community's needs have been met, hence resulting in community satisfaction. Public service can also be understood as any activity carried out by the government on behalf of a group or unit of people that provides satisfaction despite the fact that the outcomes are not physically related to a product. Public service is also a service provider (serving) the needs of people or persons who are interested in the organization in accordance with the basic rules or processes that have been established (Raza et al., 2020). Furthermore, according to Winardi, conceptually, the context of good public service delivery is:

There is an obligation on the part of the state apparatus to carry out its functions and authorities based on the principles of good governance. There is recognition of the human rights of every citizen and society for governance, administrative behavior, and qualified quality of service results. There is a diversity of types and fields of public services due to the diversity of affairs and interests of the community that must be fulfilled through implementing public services (Meuleman, 2021)

Public service refers to a set of actions undertaken by the public bureaucracy to address the requirements of the community. This term is used to describe the government's fulfillment of its duties to the public by providing services that meet their needs. It should be noted that public service is not a one-time occurrence, but a continuous effort by the government to cater to the community's demands. On the other hand, public services are provided to the general public, who are country residents. Judging from the process, there is an interaction between those who provide services and those given services (Freddy et al., 2022). As a bureaucratic institution, the government provides services to the community as a party that gives mandates to the government and has the right to obtain services from the government. Meanwhile, public services can be in the form of goods, services, and so on, where the orientation of the public service itself is to achieve the service standards desired by the community so that it can meet people's expectations and satisfaction with government performance (Masuku & Jili, 2019).

Waste

Garbage is a problem that deserves attention. Garbage is an inseparable part of human life because all humans produce waste. Garbage is waste generated from every human activity. The increasing volume of waste is proportional to the increasing level of human consumption. Humans, as individuals and citizens of society, have individual and collective needs, so there are always efforts to fulfill these needs. Human activities to manage resources to meet their needs are increasingly diverse, along with population growth (Moshood et al., 2022).

Waste is a material that is wasted or disposed of from a source coming from human activities or natural processes that has no economic worth, and can even have negative economic value since it needs a substantial amount of money to dispose of or clean up. Waste is material that has no value or is not

valuable for usual or primary purposes in producing or using things that are damaged or defective during production, as well as excess or rejected material. Garbage is an object that is not used or unwanted and must be disposed of, resulting from human activities (Santagata et al., 2021).

Waste in environmental health science is only a part of objects, or things deemed not to be used, not used, not liked, or must be disposed of to not interfere with survival. From this perspective, it can be concluded that what is meant by waste is part of something that is not used, liked, or something that must be discarded, which generally results from human activities (including industrial activities), but is not biological (since human waste is not included) and is typically solid (since used water is not included) (Yurtsever, 2019). Hadiwiyo describes waste as material that is wasted or discarded in a source coming from human activities and natural processes, and that does not or does not yet have an economy and can even have a negative economic value. Trash is considered to have a negative economic value due to the high cost of removing and cleaning it, as well as the fact that it can harm the environment (Akhtar et al., 2021).

Garbage that is not managed properly can cause the environment to become dirty and cause river silting, which results in flooding. In addition, waste can cause an increase in the spread of disease, strong odors, and other things that interfere with comfort and health, besides that, waste that is not managed properly not only harms the natural environment but also on the quality of human health. Most people think that waste is a problem, even though waste continues to grow and knows no holidays because every creature continues to produce waste (Umami et al., 2022). Families/households generate the most waste on a daily basis in terms of quantity/amount, followed by extremely hazardous medical and industrial waste, as well as rubbish from public areas such as airports, markets, entertainment venues, schools, businesses, etc. Thus, waste management is required; waste management needs systematic, exhaustive, and ongoing actions, including the reduction and management of trash (Rafew & Rafizul, 2021)

3. Methodology

The research method used is descriptive analysis with a qualitative approach. Using a case study approach, a research process can be carried out that uncovers research problems

that adapt to real circumstances or conditions and reveals facts according to ongoing social circumstances or situations. Data collection techniques were carried out using literature and interviews. Research data that has been collected will be processed immediately so that the results of this research can then be found.

4. Results and discussion

Waste Management in East Priangan

In implementing the Reinventing Government concept, five strategies are needed to determine the goals of a public system and organization. If an organization does not have clear goals, then the organization cannot achieve high performance. In other words, a public organization will be able to work effectively if it has goals that match the vision and mission of a government. Entrepreneurship is a process of value creation that employs specific resources to seize opportunities. Academic specialists and practitioners in economics, corporate management, and government officials have devoted a great deal of time and energy to studying the subject of entrepreneurship. Entrepreneurship is considered a panacea that works when productivity, creativity, and performance are important. Entrepreneurship, in its definition, is also focused on aspects of one's character, that is, an entrepreneur is an innovator, brave and creative. Entrepreneurship is someone who feels there is an opportunity, pursues opportunities that suit his situation, and believes that success is something that can be achieved.

Almost anyone can become an entrepreneur, provided the organization is structured to encourage entrepreneurship. On the other hand, every entrepreneur can become an official if the organization encourages official behavior. Subsequent developments in entrepreneurship are defined in a broader context, not only concerning economic issues and business management but extending to sectors outside the business (public sector). The challenge that the bureaucracy must face is how it can play its optimal role in the context, on the one hand, the strengthening role of the private sector as a result of the liberalization process earlier, and on the other hand, there are normative demands to realize social justice and overcome poverty. This role will be carried out if the bureaucracy plays its role as an entrepreneurial and empowering government.

Government by developing the entrepreneurial style of government (Entrepreneurial Government). This very strategic

basic essence is closely related to the government bureaucracy, which is no longer oriented towards a culture of centralization, structuralization, formalization, and apathy but rather towards decentralization of empowerment, partnership, functionalization, and democratization. The strategy of a modern government function must be directed at supporting and driving forces to increase community participation in the policy process, government administration, and development implementation. Waste management is very important in the context of sustainable environmental sanitation, and it is necessary to develop an environmentally friendly waste management system by playing the role of an entrepreneurial government and empowering government. Healthy settlements with a clean environment are indispensable in increasing public health status so people can become more productive. To realize the desired situation and condition of healthy settlements, as referred to above, an integrated, efficient, and effective plan, program, and implementation of activities is required.

The main emphasis of the entrepreneurial government on Waste Management is how to think strategically, namely broadening perspectives and utilizing responsible creativity. Besides that, entrepreneurship is a government that is not only able to produce brilliant ideas but is also accompanied by the ability to realize these ideas in Waste Management. A government that is able and willing to take measured risks and explain steps considered strange and innovative. To further explain waste management regarding the existing conditions in the Waste Management Strategy in Ciamis Regency, Tasikmalaya Regency, Tasikmalaya City, Banjar City, and Pangandaran Regency in more detail, it is presented as follows:

Center Strategy

The core strategy relates to the strategy that defines the objectives. The goal is the main booster because it is related to the core function of government, namely the function of directing (steering). Developing the core strategy can be done by determining clear goals and functions of the government, and there is clarity of the role and direction of the government. This strategy removes, separates, and cleans up inconsistent government functions that are not in line with its objectives

Consequence Strategy

The consequence strategy defines a government incentive system that turns incentives into consequences for the resulting performance. The main lever is in the incentives. Trying to develop an incentive system that is a consequence of the performance produced by a person or organization. The approach used in this strategy is; first, controlled competition by implementing market mechanisms as a driving force for competition, and the consequences are determined by society. The tools used for this approach are competitive tendering and competitive benchmarking. Second is the company's management approach due to the existing market mechanism.

The tools used for the Enterprise Management approach are corporatization, enterprise funds, user fees, and internal enterprise management. The third is the performance management approach, when neither company management nor regular competition is suitable for application either for rational reasons or because of political distractions. This approach uses standards, performance measures, rewards, and penalties to motivate government organizations. The tools used in this approach are performance rewards, psychological payments, bonuses, profit sharing, collective savings, performance payments, performance contracts and agreements, efficiency dividends, and performance budgeting. These three approaches are not mutually exclusive because organizations operating as government companies or competing for contracts typically use various performance management tools to maximize their competitive advantage.

Customer Strategy

The customer strategy focuses on accountability, namely, to whom the government should be accountable. The main booster is accountability, in which the government is responsible to the community as a customer of public services. This strategy focuses on accountability; to whom should government organizations be accountable? What should government organizations be held accountable for? The core strategy will define who must be accounted for. The customer strategy partially breaks the pattern of accountability to the customer (community), which elected officials have so far held. The approach used in this strategy is to first give choices to customers by implementing a public choice system and a customer information system. The two competition options combine the customer's strategy with consequences by allowing the customer to control resources and bring them

according to choice to force the competition. The third is customer quality assurance, carried out by the citizen's charter. The tools used in this approach are; customer service standards, customer returns, quality assurance, quality inspection, customer complaint systems, and ombudsmen.

Control Strategy

The control strategy determines the location of decision-making power. First, the approach empowers the organization by removing many regulations and various controls and implementing a control strategy at the organizational, process, and people levels. The tools used are decentralization of administrative control, organizational deregulation, place-based management, exclusion and updating laboratories, policy exemptions, beta sites, regulatory time limits, and intra-governmental deregulation. The second approach is to empower employees by reducing or eliminating hierarchical management controls within the organization and pushing authority down to first-line employees.

In other words, replacing authoritarian control with employee self-control and commitment to the direction and goals of the organization. The tools used for employee empowerment are reduced layers of management, organizational decentralization, breaking down functional groups, work teams, employee-management partnerships, and employee advice programs. The third approach is community empowerment using several tools: government-community agencies, collaborative planning, community investment funds, community-managed organizations, government partnerships, and community-based law-making and enforcement.

Cultural Strategy

Cultural strategy becomes a critical part of the system that determines the government's values, norms, attitudes, and expectations to build shared feelings, change habits, and change minds. The approach used in this strategy is to reshape a new culture by forming new organizational habits, feelings, and thoughts. Some guidelines and instructions in responding to cultural transitions include employees not being controlled but involved, creating the desired behavior model, making themselves visible, making clear boundaries between the new and the old, giving freedom, eliminating fear, selling success,

communicating, changing the system administration and committed to long-term goals.

Factors Causing Ineffective Waste Management in East Piranga

Waste management cannot be solved solely by the government by collecting, transporting, and disposing of waste in landfills; rather, it must be carried out in an integrated and integrated manner so that the Waste Management Principles provide economic benefits, are healthy for the community, are environmentally safe, and can change people's behavior. The majority of people currently perceive garbage as useless leftovers, not as a valuable resource that must be utilized. The new paradigm considers garbage as a resource with economic worth that may be utilized for energy, composting, and fertilization. In accordance with this new paradigm, waste management entails waste reduction and management actions. Waste reduction encompasses minimizing, reusing, and recycling, whereas waste management includes sorting, collection, transportation, and processing. The government alone cannot solve the problem of waste. As garbage producers, it is time for us to assist and perhaps assume responsibility for waste management. The amount of created waste is dependent on the number of homes. Trash transportation and management is a separate challenge that has yet to be resolved. If not handled properly, it will cause unwanted waste generation and pollute the environment.

Support for the availability of qualified, professional, knowledgeable, and experienced human resources in managing an organization to run optimally is very much needed. To address this trend, each region must be able to increase the caliber of its human resources. Because it is thought that the quality of human resources directly influences the implementation of a planned policy. This indicates that boosting the quality of human resources is one of the keys to winning a global competition that is becoming increasingly competitive. Although it is recognized that there is increasing attention to the need to improve the human resource sector, there are still many elementary weaknesses at the implementation level. Humans are the most important resource in determining the success of policy implementation, both in quality and quantity.

Each stage of implementation requires quality human resources following the work required by policies that have

been determined politically. In addition, financial resources and time are also important considerations in the success of policy implementation. Financial resources are related to how much money is budgeted for a policy. Of course, the larger the scale of a policy, the budgeted costs will also be greater. These financial resources will guarantee the sustainability of future policies. Likewise, time resources, facilities, and infrastructure must also be considered so that a policy can run according to the targeted time with facilities and infrastructure that support the implementation process.

Accentuating competency standards in recruiting working apparatus has a strong theoretical and practical footing. The effectiveness of the bureaucracy, which can be seen, among other things, from the extent to which the bureaucratic apparatus can carry out the tasks assigned by the institution, can be achieved if human resources have competence in their fields. If it is not handled immediately, problems in the future will escalate because of the high demand for quality, on the one hand, and the limited ability of local government officials to meet these demands, on the other hand. That is, the limited quality of human resources becomes an influence variable for the progress of a local government policy. The strategic role of the budget is increasingly prominent because it is a tool for determining supporting factors for the implementation of a planned policy, assisting decision-making and planning in a policy, as a means of standard measurement for work evaluation, a tool for employee motivation, as well as a coordination tool for all activities of various work units within the government bureaucracy. Household Waste Management According to Law no. 18 of 2008 concerning Waste Management defines, household waste is waste originating from daily activities within the household, excluding feces and specific waste (waste containing toxic materials). Then Article 19 of the Republic of Indonesia Law Number 18 of 2008 regulates the management of household waste and household-like waste, and of course, it requires budgetary support in the realm of implementation. Budget support is important because implementing all acceleration programs to increase participation and performance in waste management relies on the availability of a budget to finance various programs and policy activities.

The strategic role of the District/City Environmental Service in East Priangan, as the leading sector for implementing waste management performance, has not optimally demonstrated synergy with stakeholders. Various parties

interested in the waste management sector have not been participative involved in preparing the plan and have not received a proportional role in its implementation, so they are not substantially involved in accelerated programs to increase participation in waste management performance. Improving the performance of waste management and increasing the institutional capacity of stakeholders, so that phase by phase of improving the performance of waste management can lead to achieving the vision and mission of the District/City in East Priangan to be maximized.

The results of the documentation study conducted by the researcher show that the picture regarding budgeting for improving waste management in East Priangan can be said to be still far below the requirement, so it cannot fulfill plans to carry out various activities to carry out partnerships and fulfill infrastructure facilities for working apparatus to realize waste management performance.

Budgetary resources are a critical point that must be considered in all sectors, whether it is the substance of accelerated program activities in improving waste management performance or increasing the institutional capacity of stakeholders, so that phase after phase of improving the performance of waste management can lead to the achievement of the vision and mission of the Regency/City in East Priangan to be maximized.

Supporting this achievement to improve waste management performance in East Priangan, especially in Tasikmalaya Regency, Tasikmalaya City, Ciamis Regency, Banjar City, and Pangandaran Regency, one of the important factors is optimal support in the form of the amount of the government's budget. Even with a limited budget, the Regional/City Government continues to carry out its role in improving the community in the waste management performance sector. The available budget size factor is one of the vital needs for various policies, especially related to action plans to improve waste management performance. One of the influential factors in realizing waste management performance is the availability of adequate work infrastructure for cleaners working in the field. An adequate work infrastructure for cleaning staff certainly influences the work implementation process in supporting activities to improve waste management performance. Therefore, it is necessary to have a complete work infrastructure which so far has been in support of work operational activities for cleaners to carry out their duties and functions, and it can be said that they are still inadequate due

to the limited budget of the Regency/City Environmental Office in East Priangan.

Entrepreneurial Strategy for Effective Waste Management Bureaucracy in East Priangan

Strategy is the process of defining the top executives' plans that are centered on the organization's longterm objectives and preparing a technique or attempt to achieve these objectives. A strategy is a cohesive, comprehensive, and integrated plan that ties together strategic advantages and environmental difficulties in order to ensure that a business can achieve its primary goals through proper implementation. The bureaucratic entrepreneurship technique is implemented to improve the efficacy of waste management in East Priangan. First, researchers assess internal and external elements by analyzing East Priangan's strengths, weaknesses, opportunities, and threats.

The SWOT analysis model is a strategic planning method to evaluate a project or policy's strengths, weaknesses, opportunities, and threats. These four factors form the acronym SWOT (strengths, weaknesses, opportunities, and threats). This process involves determining the specific goals of a proposed policy or project and identifying the internal and external factors that support and those that do not achieve that goal. The results of the SO (Strength X Opportunity) strategy are as follows: The Regional Regulation on Waste Management in East Priangan is a guideline and reference in waste management. There is a Regional Policy and Strategy (Jakstrada) in waste management as a strategic plan to determine the direction and objectives of waste management. There is a garbage pick-up service for the community with online and offline systems that support digitalizationbased services. Technology Development of community empowerment-based waste processing supports the management of Waste Banks, Maggots, and Composters as an innovation to reduce waste at the source. Transportation of waste from Temporary Shelters to TPA supports the mobilization map for measurable waste transportation services. Opening opportunities for cooperation between entrepreneurs and waste-producing producers through CSR to support improving waste management performance for its social and environmental responsibility.

The results of the WO (Weakness X Opportunity) strategy are as follows: To optimize the existence of regulations on

waste management master plans in each region that is not yet optimal, it can be minimized by opportunities for supervision and enforcement of regional regulations and involving elements of the sub-district, village/sub-district. Human resources support, both in quality and quantity, has not been maximized through the involvement of relevant stakeholders and the active participation of the community in waste management. The ineffectiveness of the local government's bureaucratic structure can be used as an opportunity to make effective support from the central and provincial governments in developing the waste management sector. Standard Operating Procedures (SOP) have not been maximized in supporting waste services by building networks and cross-sectoral program collaboration. Public awareness of waste management has not been maximized by enforcing regional regulations and involving environmental activists in monitoring. Lack of socialization regarding the waste management program by involving the community to educate and assist the waste management program in each area.

The results of the ST (Strength X Threat) strategy are as follows: There is a Regional Regulation on Waste Management in East Priangan as a guide and reference in waste management that prevents the occurrence of and mitigates potential flood disasters. There is a Regional Policy and Strategy (Jakstrada) in waste management as a strategic plan to determine the direction and goals of waste management that support public knowledge of the importance of a clean and healthy life. There is a garbage pick-up service for the community with online and offline systems to support digitalization-based services that support the quality of waste services provided to the community. Community Empowerment-based waste processing development technology supports the management of Waste Banks, Maggots, and Composters as an innovation to reduce waste at the source, supporting local governments' readiness to optimize every central policy, especially the waste management sector. Transportation of waste from Temporary Shelters to TPA supports a measurable map of mobilizing waste transportation services that supports the mindset of some people to manage waste at its source. Open opportunities for cooperation both for entrepreneurs and for producers of waste through CSR to support the improvement of waste management performance for its social and environmental responsibilities to focus on developing effective socialization methods for the community in waste management.

The results of the WT (Weakness X Threat) strategy are as follows:

To optimize the regulatory master plan (master plan) for waste management in each region, it can be minimized by opportunities for supervision and enforcement of regional regulations and involving elements of the sub-district, Village/Kelurahan, in anticipating disaster events and increasing the potential for flood disasters. Support for resources (human resources), both in quality and quantity, through the involvement of relevant stakeholders and the active participation of the community in waste management, can support the level of public knowledge of the importance of a clean and healthy life. The ineffectiveness of the local government's bureaucratic structure can be used to make effective support from the central and provincial governments in developing the waste management sector with the quality of waste services provided to the community. Standard Operating Procedures (SOP) in supporting waste services by building cross-sectoral networking and program collaboration that supports local government readiness in optimizing every central policy, especially the waste management sector. Public awareness of waste management has not been maximally realized by enforcing regional regulations and involving environmental activists in supervision that supports the mindset of some people to manage waste at its source. Lack of socialization related to the waste management program by involving the waste management community to educate and assist the waste management program in each area. Focused on developing effective socialization methods for the community in waste management is developed.

5. Conclusion

Waste management in East Priangan (in Ciamis Regency by involving the issue of waste problems in the East Priangan region, namely Tasikmalaya City, Tasikmalaya Regency, Banjar City, and Pangandaran Regency) at the Center Strategy and Cultural Strategy has been well implemented. While the Consequence Strategy, Customer Strategy, and Control Strategy can be said to be not optimal, more concrete efforts are still needed to be related to the availability of resources, budget, supervision, and involvement of the private sector. The strategy for entrepreneurship for an effective waste management bureaucracy in East Priangan is an Aggressive Strategy (Growth Oriented Strategy), meaning that the

organization is in a steady state by maintaining the previous strategy and seeking improvements deemed necessary further optimized through internal strengthening or future innovation. Optimizing implementation related to the strategy of entrepreneurship in the waste management bureaucracy so that the implementation of waste management in East Priangan runs effectively, namely leadership as an element of strengthening important aspects as well as research to increase synergy, perception as well as professionalism, and continuity of all parties (stakeholders) related to the availability of resources both budget, infrastructure facilities and adequate human resources which are intensified through training, increasing clarity of coordination, collaboration, monitoring, and focused outreach, maintaining a culture of local wisdom with an attitude of cooperation in the community and involving community participation in waste management with entrepreneurial principles.

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