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# STRATEGIC FORMULATION ANALYSIS OF WASTE BANK UNIT ASOKA V IN COMMUNITY-BASED WASTE MANAGEMENT

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## ABSTRACT

### **Keywords:**

Strategic formulation;  
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management

This study aims to analyze the strategic formulation of Waste Bank Unit Asoka V in improving community participation and the effectiveness of waste management. This research employs a descriptive qualitative approach with data collection techniques including observation, in-depth interviews, and documentation. The analysis is conducted using the SWOT framework (Strengths, Weaknesses, Opportunities, Threats). The findings reveal that Waste Bank Unit Asoka V possesses significant strengths in terms of operational facilities, program innovation, and increasing waste volume. However, the organization still faces challenges related to low community participation and dependency on external stakeholders. Opportunities arise from government policy support and increasing environmental awareness, while threats originate from competition with informal waste collectors and digital platforms. This study recommends strengthening participatory strategies, enhancing program innovation, and integrating digital systems to ensure long-term sustainability.

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## INTRODUCTION

Waste management has become one of the most pressing environmental challenges in urban areas, particularly in developing countries such as Indonesia. Rapid population growth, changing consumption patterns, and limited environmental awareness have contributed to the increasing volume of waste, which poses serious threats to environmental sustainability and public health.

Conventional waste management approaches that rely heavily on collection and disposal in landfills are no longer sufficient to address this growing problem. As a result, alternative approaches emphasizing sustainability and community involvement have emerged. One such approach is the waste bank system, which integrates the principles of reduce, reuse, and recycle (3R) with community-based economic incentives.

Waste banks transform waste into economic resources by encouraging communities to sort and deposit recyclable materials in exchange for financial benefits. This approach not only reduces waste volume but also promotes environmental awareness and behavioral change within society (Suryani, 2014).

Waste Bank Unit Asoka V represents a community-based waste management initiative that has demonstrated dynamic development. Empirical data indicate that the number of participants increased from 30 to 50 in 2020, although the growth has not been sustained consistently. Meanwhile, the volume of managed waste increased significantly from approximately 3,000 kg in 2020–2021 to 9,883 kg in 2022, before declining to 5,905 kg in 2023.

This phenomenon suggests a discrepancy between operational performance and community participation. While waste management activities have improved, community engagement remains relatively stagnant. This condition highlights the need for a strategic analysis to understand the internal and external factors influencing organizational performance.

In the context of strategic management, strategy is defined as a set of decisions and actions designed to achieve long-term organizational goals by considering both internal capabilities and external environmental conditions (David, 2011). Therefore, analyzing strategic formulation becomes essential to identify strengths, weaknesses, opportunities, and threats faced by the organization.

This study aims to analyze the strategic formulation of Waste Bank Unit Asoka V using the SWOT approach to provide comprehensive insights and strategic recommendations for improving program sustainability.

## **METHOD**

This study adopts a qualitative descriptive research design to examine the strategic formulation of Waste Bank Unit Asoka V within the context of community-based waste management. The qualitative approach is considered appropriate because this research aims to explore complex social phenomena, particularly the interaction between organizational strategy, community participation, and environmental management practices in a real-life setting.

Qualitative research enables the researcher to gain a deeper understanding of participants' experiences, perceptions, and interpretations regarding the implementation of waste bank strategies. As highlighted by Creswell (2014), qualitative methods are particularly suitable for investigating processes, meanings, and contextual conditions that cannot be fully captured through quantitative approaches. In this study, the descriptive design is employed to systematically describe the existing strategic practices without manipulating variables, allowing the findings to reflect actual organizational conditions.

### ***Research Setting and Context***

The research was conducted at Waste Bank Unit Asoka V, a community-based waste management organization that operates within an urban residential environment. This setting is characterized by diverse socio-economic backgrounds, varying levels of environmental awareness, and dynamic community participation patterns.

Waste Bank Unit Asoka V serves as an important case study because it demonstrates both progress and challenges in implementing sustainable waste management practices. The organization has experienced fluctuations in participation levels and waste volume, making it a relevant context for analyzing strategic formulation.

### ***Research Participants***

The participants in this study were selected using a purposive sampling technique, which allows the researcher to identify individuals who possess relevant knowledge and experience related to the research topic (Patton, 2002). This approach ensures that the data collected are rich, meaningful, and directly aligned with the research objectives.

The participants consist of:

1. Waste bank managers who are responsible for planning and implementing strategies.
2. Operational staff involved in daily waste management activities.
3. Community members (customers/nasabah) who actively participate in waste bank programs.

The inclusion of these diverse participants enables the researcher to capture multiple perspectives and obtain a comprehensive understanding of the strategic formulation process.

### ***Data Collection Techniques***

To ensure the depth and credibility of the data, this study employs multiple data collection techniques, namely in-depth interviews, observation, and documentation. The use of multiple methods reflects the principle of triangulation, which enhances the validity and reliability of qualitative research (Denzin, 1978).

#### ***1. In-Depth Interviews***

In-depth interviews were conducted as the primary data collection method to explore participants' experiences, perceptions, and insights regarding the strategic formulation of the waste bank. The interviews were semi-structured, allowing flexibility for participants to express their views while still maintaining alignment with the research objectives.

Through this method, the researcher was able to capture detailed narratives related to organizational strengths, weaknesses, opportunities, and threats, as well as the challenges faced in engaging community participation.

#### ***2. Observation***

Observation was conducted to examine the actual implementation of waste management activities, including waste collection, sorting, recording, and interaction between staff and community members. This method allows the researcher to validate interview data by directly observing real practices in the field.

Observation also provides contextual insights into organizational behavior, work patterns, and the physical environment in which the waste bank operates.

#### ***3. Documentation***

Documentation analysis was used to collect secondary data from organizational records, including reports on waste volume, participant numbers, operational activities, and program achievements. These documents provide factual evidence that supports and complements the primary data obtained from interviews and observations.

### ***Data Analysis Technique***

The data analysis process in this study follows the interactive model developed by Miles, Huberman, and Saldaña (2014), which consists of three main stages:

#### ***1. Data Reduction***

In this stage, raw data obtained from interviews, observations, and documents are organized, selected, and simplified. The researcher identifies key themes and categories related to strategic formulation, such as strengths, weaknesses, opportunities, and threats.

#### ***2. Data Display***

The reduced data are then presented in a structured form, such as narrative descriptions and thematic groupings. This stage allows the researcher to visualize patterns, relationships, and trends within the data.

#### ***3. Conclusion Drawing and Verification***

The final stage involves interpreting the data to generate conclusions and insights. The researcher continuously verifies these conclusions by comparing them with the data to ensure consistency and validity.

### ***SWOT Analysis Framework***

To analyze the strategic formulation, this study employs the SWOT analysis framework, which is widely used in strategic management studies. SWOT analysis enables the identification of internal factors (strengths and weaknesses) and external factors (opportunities and threats) that influence organizational performance (Rangkuti, 2016).

The SWOT framework is particularly relevant for this study because it provides a comprehensive and systematic approach to understanding the strategic position of Waste

Bank Unit Asoka V. By integrating internal and external analysis, the researcher is able to formulate strategic recommendations that are both realistic and applicable.

### ***Validity and Trustworthiness***

To ensure the rigor and credibility of the research findings, several strategies were employed:

1. Data Triangulation: Data were collected from multiple sources and methods to ensure consistency
2. Member Checking: Participants were given the opportunity to review and confirm the accuracy of the findings
3. Prolonged Engagement: The researcher spent sufficient time in the field to gain a deep understanding of the context
4. Peer Debriefing: Discussions with colleagues were conducted to minimize bias and enhance analytical rigor

These strategies align with the criteria of trustworthiness in qualitative research as proposed by Lincoln and Guba (1985), including credibility, transferability, dependability, and confirmability.

## **RESULTS AND DISCUSSION**

### **Organizational Overview and Empirical Context**

The findings of this study reveal that Waste Bank Unit Asoka V operates as a community-based waste management institution that integrates environmental, social, and economic dimensions. The organization has demonstrated measurable progress in terms of operational performance, particularly in increasing the volume of managed waste. However, this progress is not fully accompanied by a proportional increase in community participation, indicating a structural imbalance in its strategic formulation.

Empirical data show that the number of participants increased from 30 to 50 individuals in 2020, yet this growth stagnated in subsequent years. In contrast, the volume of waste managed by the organization experienced a significant increase, reaching 9,883 kg in 2022 before declining to 5,905 kg in 2023. This fluctuation reflects the dynamic nature of organizational performance and suggests that existing strategies may not be fully sustainable.

From a strategic management perspective, this condition highlights the need to examine both internal capacities and external environmental factors that influence organizational effectiveness (David, 2011). Therefore, the SWOT framework is employed to analyze the strategic position of Waste Bank Unit Asoka V comprehensively.

### **Strengths: Resource Capacity, Institutional Legitimacy, and Program Innovation**

The analysis identifies several internal strengths that serve as the foundation for the organization's strategic development. One of the most prominent strengths is the availability of adequate operational facilities, including workspace, transportation equipment, and waste sorting areas. These resources provide the necessary infrastructure to support efficient waste management processes.

In addition to physical resources, institutional legitimacy also emerges as a critical strength. Waste Bank Unit Asoka V has received recognition at the national level, which enhances its credibility and public trust. According to organizational theory, legitimacy plays a crucial role in sustaining organizational existence and attracting stakeholder support.

Another significant strength lies in program innovation. The implementation of initiatives such as waste-to-gold savings programs demonstrates the organization's ability to create value-added services. This form of innovation aligns with Porter's (2008) concept of differentiation strategy, where organizations create unique offerings to gain competitive advantage.

Furthermore, the increasing volume of waste managed by the organization indicates operational effectiveness. This suggests that internal processes, such as waste collection and sorting, are functioning relatively well. However, this strength must be interpreted cautiously, as it does not necessarily reflect broader community engagement.

#### **Weaknesses: Limited Community Participation and Structural Dependency**

Despite its strengths, Waste Bank Unit Asoka V faces several internal weaknesses that constrain its strategic effectiveness. The most critical issue is the limited level of community participation. Although initial growth in participation was observed, the lack of sustained increase indicates that engagement strategies have not been fully effective.

This finding suggests that community awareness and motivation remain relatively low. From a sociological perspective, participation is influenced by multiple factors, including perceived benefits, accessibility, and social norms (Suryani, 2014). The inability to maintain consistent participation reflects a gap between organizational efforts and community expectations.

Another significant weakness is the organization's dependency on external actors, such as government institutions and community motivators. While external support is beneficial, excessive reliance may hinder organizational autonomy and adaptability. David (2011) emphasizes that sustainable organizations must develop internal capacities to reduce dependency on external resources.

Additionally, operational inconsistencies, such as irregular waste sales and limited scheduling efficiency, indicate weaknesses in management practices. These issues reduce organizational effectiveness and limit the potential for long-term growth.

#### **Opportunities: Policy Environment, Environmental Awareness, and Socio-Economic Potential**

The external environment presents several opportunities that can be leveraged to strengthen the organization's strategic position. One of the most significant opportunities is the existence of government policies supporting community-based waste management and the implementation of the 3R concept.

These policies provide a favorable regulatory framework that can facilitate program expansion and resource mobilization. Moreover, increasing public awareness of environmental issues creates a supportive social environment for waste bank initiatives. As environmental consciousness grows, communities are more likely to engage in sustainable practices.

Another important opportunity lies in the economic potential of waste. Waste bank systems offer financial incentives that can motivate community participation. This aligns with the concept of circular economy, where waste is transformed into valuable resources.

Furthermore, technological advancements, particularly in digital platforms, present opportunities for improving operational efficiency and expanding outreach. Digitalization can enhance data management, communication, and service accessibility.

#### **Threats: Competitive Pressure and Behavioral Challenges**

Despite these opportunities, Waste Bank Unit Asoka V faces several external threats that may undermine its sustainability. One of the primary threats is competition from informal waste collectors and digital waste management platforms. These competitors often offer higher prices and more convenient services, making them more attractive to community members.

This competitive pressure highlights the need for the organization to strengthen its value proposition. Without differentiation, the waste bank may struggle to retain and attract participants.

Another significant threat is related to community behavior. Inconsistent participation and lack of commitment to waste sorting practices pose challenges to program sustainability. Behavioral change is a complex process that requires continuous education and engagement.

Additionally, fluctuations in market prices for recyclable materials create economic uncertainty, which can affect the organization's financial stability.

### **Integrative Strategic Analysis: Toward Sustainable Strategic Formulation**

The integration of internal and external factors reveals that the strategic formulation of Waste Bank Unit Asoka V requires a more holistic and adaptive approach. While the organization has demonstrated strengths in operational capacity and innovation, these advantages have not been fully translated into sustainable community participation.

From a strategic perspective, the organization needs to shift from an operational-oriented approach to a participation-driven model. This involves strengthening community engagement through continuous education, incentives, and social interaction.

Moreover, digital transformation should be considered as a strategic priority. The integration of digital systems can improve transparency, efficiency, and accessibility, thereby enhancing organizational performance.

The SWOT analysis also suggests the importance of balancing internal development and external adaptation. Strengthening internal capacities, such as management systems and human resources, must be accompanied by responsiveness to external changes, including competition and technological advancements.

In this context, the strategic formulation of Waste Bank Unit Asoka V can be conceptualized as a dynamic process that requires continuous evaluation and adjustment. This aligns with the perspective of strategic management as an ongoing and iterative process (David, 2011).

### **Strategic Implications**

Based on the analysis, several strategic implications can be identified:

1. The organization must prioritize community participation as the core driver of sustainability.
2. Innovation should be continuously developed to maintain competitive advantage.
3. Digitalization should be integrated into operational and communication systems.
4. Organizational independence must be strengthened to reduce dependency on external actors.

These strategic directions highlight the need for a comprehensive and forward-looking approach to waste bank management.

## **CONCLUSION**

This study concludes that the strategic formulation of Waste Bank Unit Asoka V reflects an adaptive effort to respond to the growing challenges of community-based waste management. The organization has demonstrated notable progress, particularly in improving its operational capacity and increasing the volume of managed waste. These achievements indicate that the internal mechanisms related to waste collection, sorting, and processing have been functioning effectively.

However, the findings also reveal a critical imbalance between operational performance and community participation. While the volume of waste has increased significantly, the number of active participants has not shown a consistent upward trend. This condition suggests that the existing strategies have not fully succeeded in fostering sustainable community engagement, which is a fundamental component of waste bank effectiveness.

From an internal perspective, the organization possesses key strengths, including adequate facilities, institutional recognition, and innovative programs that provide added value to participants. These strengths form a solid foundation for further strategic

development. Nevertheless, internal weaknesses such as limited community engagement strategies, dependency on external stakeholders, and inconsistencies in operational management present significant challenges that need to be addressed.

From an external perspective, the organization operates within a supportive policy environment that promotes community-based waste management and environmental sustainability. Increasing public awareness of environmental issues and the economic potential of waste also provide important opportunities for program expansion. At the same time, the organization faces considerable threats, particularly from competition with informal waste collectors and digital waste management platforms that offer more attractive economic incentives and convenience.

The integration of these findings highlights that the effectiveness of strategic formulation in Waste Bank Unit Asoka V is not solely determined by the availability of resources or operational efficiency, but also by the organization's ability to engage the community, adapt to environmental changes, and sustain its competitive relevance. In this regard, strategy should not be viewed as a static plan, but rather as a dynamic and continuous process that evolves in response to internal and external conditions.

Therefore, future strategic efforts should focus on strengthening community participation as the central pillar of sustainability. This can be achieved through more intensive socialization programs, the development of incentive-based participation models, and the strengthening of community networks. In addition, innovation must be continuously pursued to enhance the organization's value proposition and maintain its competitiveness in an increasingly dynamic environment.

Furthermore, digital transformation should be considered a strategic priority. The integration of digital systems into operational and communication processes can improve efficiency, transparency, and accessibility, thereby enhancing overall organizational performance. Strengthening organizational independence is also essential to reduce reliance on external support and ensure long-term sustainability.

In conclusion, the strategic formulation of Waste Bank Unit Asoka V must evolve toward a more holistic, participatory, and adaptive model that integrates operational effectiveness with social engagement and technological innovation. Such an approach is essential to ensure the sustainability of community-based waste management initiatives and to contribute to broader environmental and socio-economic development goals.

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