



Bureaucratic and Collaborative Governance in Urban Waste Management: Evidence From Padang City

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ABSTRACT

This study analyzes the implementation of bureaucratic reform in the Padang City Environment Agency (DLH) in the context of institutional strengthening and collaborative governance in waste management. The waste issue in Padang City has become increasingly crucial which reaches more than 600 tons per day. Bureaucratic reform is being pursued to strengthen institutions, improve governance, and encourage cross-sector collaboration among government, the private sector, and the community. However, studies examining how regional bureaucratic reform is substantively linked to collaborative environmental governance at the local agency level remain limited. This study employed a qualitative approach with a descriptive phenomenological method and involved 12 informants, consisting of 4 structural officials, 3 functional officials, 2 community leaders, and 3 collaborative partners representing CSR-related institutions and environmental communities. Primary data were obtained through in-depth interviews, while secondary data were collected from policy documents and scientific publications. The results show that bureaucratic reform at DLH remains largely administrative, as reflected in changes in job nomenclature and the use of E-Kinerja to document weekly activities, attendance lists, photographs, and digital reports, which improved accountability but did not fully transform bureaucratic work culture. Cross-sector collaboration has shown positive progress, particularly through CSR support for waste containers and transport facilities and through community participation in waste-related programs, although it remains constrained by limited resources, technical regulations, and inter-actor coordination. This study confirms that institutional reform requires the internalization of performance values and stronger citizen participation to generate substantive impacts on sustainable waste management.

Keywords: bureaucratic reform, collaborative governance, waste management, institutional, padang city environment agency

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INTRODUCTION

In an era of progress and dynamic social development, the role of the bureaucracy as the administrator of government has become crucial (Sutiyoso & Faedlulloh, 2024). In this context, the Padang City Environment Agency, as a government agency focused on environmental management, plays a strategic role in maintaining the sustainability of the city's ecosystem. However, the complex challenges related to waste management have become the main focus of change and reform within this agency.

At the global and national levels, the increasing volume of waste has become a serious challenge because improperly managed waste can trigger environmental pollution, flooding, social losses, and public health issues (Kristanto et al., 2021; Bharti, 2023). Waste generation is also closely related to population growth, urbanization, and changing consumption patterns, which together intensify the pressure on local governments to provide sustainable waste management systems (Voukkali et al., 2024).

From a public administration perspective, local governments have at least two main tasks, namely creating excellent public policies and providing access and the implementation of quality service processes within the region. One of these concerns policy and services in waste management. Waste management is a complex issue that requires a comprehensive approach in order to create an effective and efficient management scheme involving local government, the community, and cooperation with the private sector (Rahman et al., 2024).

Collaborative governance is a strategy used in planning, regulation, policymaking, and public management to coordinate, decide, and integrate the goals and interests of various stakeholders (Ansell et al., 2025). In a narrow sense, collaborative governance is a technique used to resolve conflicts and facilitate cooperation between public institutions, interest groups, and citizens. In fact, this method is used in situations of high conflict, such as those arising in disputes over natural resources or in the formulation of regulations that lead to conflict and social issues.

These challenges are highly relevant in Padang City. Data from the Padang City Statistics Agency (BPS) recorded that in 2022, the population was 919,145 (BPS Padang City, 2023). With a population of nearly 1 million, the activities and movements of the community generally take place on a massive scale. This condition marks the trend of spending and consumption patterns of the community in Padang City. Conceptually, this fact is a positive sign for economic growth in Padang City. However, on the other hand, the high consumption of food, beverages, and goods presents new potential issue in the form of waste from consumption and usage.

The rapid population growth, which is nearly 1 million residents, generates at least 600 tons of waste per day and is increasing 2020-2022 (Valentina et al., 2025). This has an impact on the environment and public health in Padang City, so waste management must be a priority agenda for the government. In addressing the waste issue in Padang City, Padang City Regional Regulation No. 21 of 2012 concerning waste management has been issued, but the waste issue still remains.

The increasing volume of waste is a serious issue faced by Indonesia every year (Kristanto et al., 2021). Waste that is not managed properly can have an impact on the environment and even the social and economic conditions of the community. Waste can trigger environmental pollution and cause flooding, resulting in many losses (Abubakar et al., 2022). The waste issue does not stop there, but also affects the quality of life and human health (Bharti, 2023). The waste issue is also closely related to the population. The higher the population, the more waste is produced, and it is also influenced by the population's income, which leads to a consumptive lifestyle that results in increasingly uncontrolled waste management (Voukkali et al., 2024).

The volume of waste accumulation in Padang City is relatively large (Aziz et al., 2023). Based on data from the national waste management information system for Padang City, there has been a significant increase in daily and annual waste accumulation from 2019 to 2022, with daily waste reaching 640.48 tons in 2019 and annual waste reaching 233,774.32 tons, while in 2022, daily waste reached 643.76 tons and annual waste reached 234,973.13

tons. This waste accumulation can raise new issues, ranging from disturbing the comfort of the surrounding environment, causing pollution, and increasing the risk of disease for the community, to often causing flooding in Padang City.

The Environmental Agency is also equipped with a Final Processing Site (TPA) located in the Aie Dingin sub-district of Koto Tengah, covering an area of 19.3 hectares. The TPA is equipped with a sanitary landfill. Meanwhile, there are 127 Temporary Disposal Sites (TPS). The impact of poor waste management can be felt directly especially because Place Processing Final (TPA) If disposed of in open dumps, the waste piles will produce methane gas and leachate, which are harmful to the environment and health 3. Leachate is a liquid produced by waste piles that contains various chemical compounds. Regarding waste management, Law Number 18 of 2008 concerning Waste Management has given responsibility and authority to the government and local governments, followed by the participation of the community and the business world in waste management.

The implementation of waste management as identified in the integrated waste management action plan in Padang City (2023-2030) is detailed as follows. First, the final waste disposal site (TPA) is still not managed properly, where the TPA is used in the short term, economic resources tend to be wasted, and the city budget is not used efficiently due to an increase in mixed waste disposal without applying the 3R principle (Reduce, Reuse, Recycle). Second, waste pollution due to improper handling such as open burning, open disposal, and lack of waste collection. Third, weak waste management and governance structures among various stakeholders.

Putra & Ismaniar (2020) discussed community empowerment through waste banks, providing an understanding of waste bank programs, but did not explore in detail how the government and waste banks collaborate (Fikry et al., 2024). Meanwhile, research conducted by Rahmi & Ernawati (2021) on the behavior of housewives in managing waste in Pauh District, Padang City, provides insight into how housewives manage waste, but it also does not detail the analysis of how the government collaboratively manages this waste issue, and there are still shortcomings in raising public awareness of waste (Rahmi & Ernawati, 2021). Therefore, a new study is needed to examine the collaborative analysis of the government in waste management.

Recent studies on waste management and public administration increasingly emphasize that environmental issues can no longer be addressed solely through technical handling or community-based initiatives, but require the integration of institutional reform, administrative capacity, and collaborative governance across actors. In the current development of the literature, the state of the art lies in the shift from viewing waste management merely as a service-delivery issue toward understanding it as a governance issue involving organizational transformation, cross-sector coordination, and citizen participation. However, existing studies still tend to examine these dimensions separately, either focusing on community behavior, waste bank empowerment, or technical waste management, while limited attention has been given to how bureaucratic reform within local government institutions shapes the effectiveness of collaborative waste governance. Therefore, this study positions itself within that emerging discourse by examining bureaucratic reform in DLH Padang not only as an internal administrative change, but also as an institutional foundation for strengthening multi-stakeholder collaboration in sustainable waste management.

In this regard, the Padang City government itself has actually initiated a waste bank program since 2012, but the program has only been running massively and focused after the issuance of Padang Mayor Regulation Number 44 of 2018 concerning regional policies and strategies in managing household waste and similar household waste. However, the existence of this waste bank is still not running effectively. First, the Environmental Agency (DLH), as the institution authorized to promote 3R (Reduce, Reuse, Recycle) waste management and waste banks as outlined in the 2019-2024 Strategic Plan, has not been equipped with technical guidelines and implementation guidelines, so the waste bank program is limited to achieving targets and does not promote sustainability in the waste bank program. This is evidenced by the fact that in 2019, there were only 17 waste banks. In 2022, the number increased to 30 waste banks (Padang.go.id, 2022).

This also marks the “One Neighborhood, One Waste Bank” program, which was initiated in 2019 but has not yet reached half of the 103 neighborhoods in Padang City (Table 1). On the other hand, there is still a lack of public awareness regarding participatory waste management. As a result, many illegal waste collection points have emerged. According to the Head of the Padang City Environmental Agency, Mairizon, there are 670 illegal waste collection points in Padang City. Of that number, 62 waste collection points have been regulated, while 608 waste collection points have not been regulated (Media Indonesia, 2023).

This study aims to explore the bureaucratic reform efforts implemented in the Padang City Environment Agency, particularly in the context of institutional strengthening and the application of collaborative governance. The success of a government agency in managing waste is not only determined by a strong institutional structure, but also through the active involvement of various related parties, including the community and the private sector (Leknoi et al., 2024). Therefore, collaboration and involvement of all stakeholders are the main foundations in realizing sustainable waste management in Padang City.

Based on this gap, this study positions itself within the emerging discourse on bureaucratic reform and collaborative governance in environmental management. This study aims to analyze bureaucratic reform in the Padang City Environment Agency, particularly in terms of institutional strengthening and the implementation of collaborative governance in waste management. By doing so, the study seeks to explain how bureaucratic reform in DLH functions not only as an internal administrative adjustment, but also as an institutional foundation for strengthening cross-sector collaboration and improving sustainable waste governance in Padang City.

METHODS

This research method uses a qualitative approach with a descriptive phenomenological research type, aiming to deeply understand the dynamics of bureaucratic reform in the Padang City Environment Agency (DLH), particularly in terms of institutional strengthening and the application of collaborative governance in waste management. The phenomenological approach is used to explore the subjective meanings that emerge from the experiences and perceptions of bureaucratic actors regarding ongoing institutional changes and collaborative practices.

The informants in this study consisted of 12 participants, including 4 structural officials, 3 functional officials, 2 community leaders, and 3 collaborative partners representing CSR-related institutions and environmental communities. The collaborative partners included representatives from CSR-supporting institutions and environmental community groups involved in waste management programs in Padang City. Informants were selected using purposive sampling based on their direct involvement, knowledge, and experience in bureaucratic reform and collaborative waste management. Several additional informants were identified through snowball sampling to broaden perspectives and strengthen the depth of the data.

Purposive sampling was first used to determine the key informants, particularly structural and functional officials within DLH, because they were considered to have the most relevant authority, experience, and understanding of institutional reform and waste management governance. Snowball sampling was then applied to identify additional informants, especially community leaders and collaborative partners, based on recommendations from the initial informants, so that the researcher could obtain broader and more in-depth perspectives regarding cross-sector collaboration in waste management. Primary data was obtained through in-depth interviews with structural and functional officials at the DLH, community leaders, and collaborative partners such as CSR institutions and environmental communities. Direct observations were made of work processes, coordination mechanisms, and the implementation of field activities related to waste management. Secondary data was collected from policy documents, performance reports, local regulations, and research results and scientific publications related to bureaucratic reform and collaborative governance.

Data analysis was conducted using the Miles and Huberman (1994) model, which consists of three main stages: data reduction, data presentation, and conclusion drawing/verification (Hertati et al., 2023). Each piece of data obtained was transcribed, categorized, and analyzed to find patterns, themes, and relationships between conceptual variables relevant to the theories of bureaucratic reform, institutional change, and collaborative governance (Ansell & Gash, 2018). The interview data were also coded thematically to capture recurring issues related to institutional transformation, administrative innovation, accountability, cross-sector collaboration, and implementation challenges in waste management.

Data validity was tested through source and method triangulation, namely by comparing the results of interviews, observations, and policy documents in order to obtain a comprehensive and reliable understanding. The results of the analysis were then interpreted theoretically to explain the extent to which institutional reform in the DLH has led to substantive changes in bureaucratic governance and cross-actor collaboration in waste management in Padang City.

RESULT AND DISCUSSION

Institutional Transformation and Change Management

The interview results show that the Environmental Agency (DLH) understands the direction of the 2020–2025 Grand Design for Bureaucratic Reform (RB) policy launched by the Ministry of PANRB. In general, officials understand the eight areas of RB change, particularly in terms of institutional aspects. The change in job nomenclature from "Section Head (Kasi)" to "administrative functional position" demonstrates efforts to adjust to national policies that eliminate the echelon IV structure and replace it with functional positions. This policy is regulated through Permenpan RB Number 25 of 2021 and is aimed at cutting the bureaucratic chain so that decision-making can be faster. However, field findings show that these changes are still administrative in nature, with the shift in function only at the nomenclature level, while work patterns and division of tasks still follow the old patterns. This phenomenon reinforces the thesis of institutional isomorphism, where government organizations often formally adopt new policies without substantive changes to their work culture (Kauppi, 2022).

In the context of change management, DLH shows a form of adaptation that is still procedural in nature. The change in the term of the activity from "socialization" to "education" reflects efforts to align with the new paradigm of public service, but has not yet reached the stage of changing the methods, objectives, and impact of the activity. In fact, within the framework of the change management model proposed by Kotter (1996), effective change must go through eight stages, starting from building a sense of urgency to institutionalizing a new culture (Jasmine et al., 2025). The DLH is currently only in the first and second stages, namely creating awareness and making symbolic adjustments. This indicates a gap between policy adoption and policy internalization, which is a classic challenge in regional bureaucratic reform.

Institutional transformation in DLH must also be viewed in the context of local political-administrative dynamics. According to Osborne and Brown (2011), bureaucratic reform often faces a "paradox of change," which is when bureaucracies are expected to innovate in an environment that is highly regulatory (Ingaggiati, 2024 in Pakasi et al., 2025). In the case of DLH, institutional change has not been fully accompanied by a paradigm shift from rule-based administration to performance-based governance. Thus, although awareness of reform has grown, changing bureaucratic behavior remains a major task in realizing an adaptive and transformative bureaucracy. This indicates that institutional reform has created formal awareness of change, but has not yet fully altered the internal logic of bureaucratic work.

Innovation in Administration, Accountability, and Public Services

In the second category, namely administrative and accountability arrangements, the DLH

has shown significant progress in implementing a performance digitization system. Based on interview results, every outreach activity must now meet a passing grade for weekly activities (for example, a minimum of five outreach activities per week), complete with physical evidence such as invitations, attendance lists, photos of activities, and digital reports through the E-Kinerja application. This system reflects the application of the principle of evidence-based governance, in which bureaucratic processes are encouraged to be based on data and concrete evidence. Previously, such activities were often not well documented; now, every administrative action can be digitally traced and verified hierarchically (Cairney, 2022). The implementation of E-Kinerja also shows a shift from output orientation to outcome orientation, in line with the New Public Management (NPM) paradigm (Lapsley, 2022).

Furthermore, the implementation of E-Kinerja has implications for increasing the accountability of individual civil servants. In the concept of performance accountability, the success of bureaucratic reform depends on the extent to which employees are able to see the connection between personal performance and organizational achievements (Jiru et al., 2022). The interview results indicate that the digital reporting system at DLH has begun to encourage new behaviors among employees, such as discipline in reporting and increased responsibility for activity targets. However, the phenomenon of ritual compliance still occurs, where reports are filled out to fulfill administrative obligations rather than as a tool for performance reflection. This highlights the importance of leadership for learning so that the digital system does not stop at formalities but is able to internalize a culture of transparency and continuous performance evaluation.

In terms of administrative restructuring and capacity building, the DLH has also demonstrated efforts to develop human resource competencies through training in areas such as public speaking and public communication. This step is important given that the DLH interacts directly with the community and environmental stakeholders. According to human capital theory, improving the competence of civil servants is a long-term investment in building a professional and adaptive bureaucracy. The training organized by the DLH in collaboration with external institutions reflects the synergy between individual and organizational development. As a result, employees are expected to not only be able to carry out administrative tasks, but also to act as public communicators who can bridge environmental policies with the interests of the community.

Furthermore, in the realm of public service, DLH implements the principle of citizen-oriented governance by expanding direct interaction channels with the community, including services to students and environmental communities. This is in line with the ideas of Denhardt & Denhardt (2015) in *New Public Service*, which emphasizes that bureaucracy is not merely serving the state, but serving citizens (Eckhard, 2021). Outreach activities, CSR collaboration, and community complaint management are indicators of a shift in organizational orientation from a closed bureaucracy to a participatory bureaucracy. These innovations show that administrative reform has begun to affect service delivery, although the transformation remains uneven.

Collaboration, Deregulation, and Implementation Challenges

The third prominent aspect in the interview results was cross-sector collaboration between DLH and the private sector, financial institutions, and the community. This collaboration took the form of Corporate Social Responsibility (CSR) funding from Bank Nagari, Pertamina, BPJS, PT KAI, and Bank Indonesia. The CSR funds were used to purchase waste containers, transport vehicles, and environmental management support facilities. This initiative demonstrates the application of the principle of collaborative governance (Rahayu & Nurjannah, 2025), in which public issues are resolved through partnerships between cross-sector actors. This collaboration not only strengthens the legitimacy of the DLH, but also increases the effectiveness of public services amid budget constraints.

However, the results of the study also reveal structural gaps. Since 2018, Special Allocation Funds (DAK) for the environment can no longer be used to procure sanitation facilities such as waste collection points or waste containers. As a result, illegal TPS have sprung up in various parts of the city that cannot be adequately managed. The DLH has attempted to cover this shortfall through CSR collaborations, but the volume of needs far

exceeds the assistance received. For example, in 2022, only Bank Nagari provided assistance in the form of containers, while in 2023, assistance increased after Bank Indonesia provided support in the form of garbage trucks. This phenomenon confirms the resource dependency theory that public organizations heavily rely on external resources to maintain operational stability (Alkhuzaim et al., 2022).

In the context of policy deregulation, DLH demonstrates creativity through the application of unconventional rules such as requiring employees who arrive late to bring a potted plant. Although it sounds trivial, this policy is a form of behavioral regulation that combines work discipline with an environmental awareness campaign. This approach is in line with the concept of nudge policy, which emphasizes behavioral change through moral incentives rather than formal sanctions. This small policy with an ecological message also serves to build organizational citizenship behavior, which is the voluntary behavior of employees that contributes to organizational values.

However, these initiatives still face structural and cultural challenges. Budget constraints, resistance to digitization, and old administrative habits still loom large. Within the framework of post-bureaucratic reform, such changes are often path-dependent, with outcomes largely determined by institutional context, local leadership, and organizational capacity (Mujahidin & Kusuma, 2025). Thus, DLH bureaucratic reform efforts show progress at the systemic and collaborative levels, but have not yet fully resulted in sustainable transformation of bureaucratic values and behavior.

DLH has also introduced small-scale policy innovations, such as requiring employees who arrive late to bring a potted plant. Although simple, this rule combines work discipline with environmental awareness. Nevertheless, budget limitations, resistance to digitization, and persistent administrative habits continue to constrain the effectiveness of reform and collaboration.

Based on the findings, The three themes above should not be understood as separate dimensions, but as mutually connected aspects of bureaucratic reform in DLH Padang City. Institutional transformation provides the formal basis for change, administrative innovation translates that reform into internal management practices, and collaboration functions as an external mechanism for extending institutional capacity in waste governance. However, the findings show that weakness in one dimension directly affects the others.

First, the institutional changes in DLH remain largely formal and administrative. This finding supports the argument of institutional isomorphism, in which organizations adopt reform symbols and structures without fully transforming their internal work culture (Kauppi, 2022). In DLH, changes in nomenclature and formal compliance with bureaucratic reform policies have not yet been followed by a substantive shift in work patterns and task distribution. This incomplete institutional transformation limits the agency's ability to move from rule-based administration toward performance-based governance.

Second, this incomplete institutional reform influences the quality of administrative innovation. The implementation of E-Kinerja reflects progress in evidence-based governance and accountability, but the persistence of ritual compliance indicates that digitalization has not yet been internalized as a tool for organizational learning. In this regard, administrative reform is still dependent on leadership commitment and bureaucratic willingness to reinterpret performance systems as instruments of improvement rather than mere reporting obligations. This confirms that innovation in administration cannot be effective if institutional change remains symbolic.

Third, the effectiveness of collaborative governance is also shaped by the strength of internal reform. Collaboration with CSR actors, financial institutions, and environmental communities demonstrates that DLH is able to build cross-sector partnerships to compensate for limited public resources. This is consistent with collaborative governance theory (Ansell et al., 2025), which emphasizes that complex public issues are better addressed through joint action among multiple stakeholders. However, the findings show that external collaboration alone is insufficient when internal institutional capacity, technical guidelines, and coordination mechanisms remain weak. As a result, collaborative initiatives tend to be supportive rather than transformative.

The interdependence of these three themes shows that bureaucratic reform in DLH is not merely a matter of restructuring institutions, digitizing performance, or building partnerships in isolation. Instead, reform should be understood as a systemic process in which institutional

transformation, administrative innovation, and collaborative governance continuously shape and reinforce one another. When institutional reform remains procedural, administrative innovation becomes formalistic and collaboration becomes compensatory. Conversely, when institutional values are internalized, administrative systems are used reflectively, and inter-actor coordination is strengthened, collaborative governance can generate more substantive and sustainable outcomes in urban waste management.

From a theoretical perspective, these findings contribute to public administration literature by showing that local bureaucratic reform in environmental governance is best understood as an interconnected process between internal institutional change and external collaborative capacity. From a policy perspective, the results imply that reform in DLH should not stop at restructuring and symbolic innovation, but must also strengthen technical guidelines, digital capacity, leadership commitment, and coordination mechanisms so that institutional change can produce measurable improvements in waste management governance

CONCLUSION

Bureaucratic reform in the Padang City Environment Agency (DLH) has shown progress at the structural and administrative levels, particularly through adjustments to the 2020–2025 Grand Design of Bureaucratic Reform, changes in job nomenclature, the implementation of E-Kinerja, and the development of cross-sector collaboration in waste management. However, these changes have not yet fully produced substantive transformation in work culture, organizational behavior, and performance-oriented governance. The persistence of ritual compliance, dependence on external resources, and uneven coordination among actors indicate that reform remains largely procedural rather than fully institutionalized. This study confirms that institutional reform requires not only structural adjustment, but also the internalization of performance values, organizational learning, and stronger citizen participation to generate sustainable environmental and public service outcomes. Academically, the findings reinforce the argument that bureaucratic reform without behavioral change tends to result in symbolic compliance. Practically, they suggest the need for more adaptive policies through strengthened technical guidelines, clearer inter-actor roles, and more consistent collaboration mechanisms. Although limited to a single regional agency and a qualitative design, this study provides a basis for future comparative and mixed-methods research on the impact of bureaucratic reform on governance, environmental quality, and public health.

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Appendix:**Table 1.** Data on Waste Collection Points in Padang City

No	Waste Collection Point Name	No	Waste Collection Point Name
1	Polling Station Behind Police Station	64	Governor's Office Polling Station
2	Polling Station at Kalumpang Intersection	65	Korem Polling Station
3	Pasia Nan Tigo Polling Station	66	BPD/Bank Nagari TPS
4	Bungo Pasang Polling Station	67	Parak Pisang Polling Station
5	Polling Station Simpang Damri/Station Tabing	68	Polling Station Behind SMP 30
6	Linggar Jati Polling Station	69	JBT Marapalam (Upper) Polling Station
7	Anak Aia Polling Station	70	Bawah JBT Tamsis Polling Station
8	KPIK Polling Station	71	TPS Andalas Bridge
9	TVRI Polling Station	72	Andalas Elementary School Back TPS
10	TPS Hajj Dormitory	73	Polling Station on Jati Street 2
11	City Hall Polling Station	74	TPS Simp. Rumah Potong/Jl. Jati
12	Nuansa Housing TPS	75	Waste Collection Point Situjuh Street
13	Mega Permai TPS	76	Matador Field
14	Padang Sarai Polling Station	77	Jl. Jati 4 Polling Station
15	Polling Station SMA 8/SDN 56 Anak Aia	78	Voting Station Cucian Ganting
16	Polling Station Tanjung Aur/Simp. Lumin Islamic Boarding School	79	Bank Indonesia Polling Station
17	Anak Aia Housing TPS	80	PJKA Polling Station, Haru Junction
18	TG Hitam TPS	81	M. DJamil General Hospital TPS
19	UBH By Pass Campus Polling Station	82	Polling Station Community Health Center Seberang Padang
20	Siti Rahmah Hospital TPS	83	Seberang Palinggam Polling Station
21	LP Anak Aie Polling Station	84	Polling Station Housing Complex Rawang Jundul/Villa Mega
22	Transito TPS	85	Aziz Chan Building
23	Polonia Polling Station	86	Jirak Cendana Mata Air Polling Station
24	Seranti Polling Station	87	TPS Gaung Market
25	Patenggangan Polling Station	89	Pemancangan Polling Station
26	Tamsis Polling Station	90	Front Polling Station Elementary School 41 Across Padang
27	Alai Parak Kopi Polling Station	91	Polling Station Rawang Near Bak BB Rawang
28	Gunung Polling Station Pangilun/Gajah Mada	92	Voting Station Front Field Batang Arau/Pabayan Roundabout
29	UKU/Bahari Polling Station	93	Voting Station Seberang Padang
30	Johor/Asratek Polling Station	94	Air Manis Beach Polling Station
31	Polling Station Jl. Paus	95	TPS Pelindo Teluk Bayur
32	TPS Jl. Todak	96	Lapai TPS
33	Dipo ATB	97	Jembatan Siteba Waste Collection Point
34	PU Tamsis Office TPS	98	Siteba/Forest Berok Intersection TPS City
35	PU Office Khatib Sulaiman	100	TPS High School 12
36	Voting Station at Khatib Court Office	101	Lubuk Lintah Polling Station

No	Waste Collection Point Name	No	Waste Collection Point Name
37	Voting Station at High School 3 (Inside)	102	IAIN Lubuk Lintah Polling Station
38	UBH Khatib Sulaiman Polling Station	103	Polling Station Anduring/Sarang Gagak/Parak Jigarang
39	Meatball TPS	104	Belimbing Housing Complex TPS
40	Transmart TPS	105	Voting Station Near Kebenaran Mosque
41	UNP Polling Station (Inside)	106	Baznas Polling Station
42	UNP Polling Station (Outside)	107	Regional General Hospital
43	Provincial DPRS TPS	108	Voting Station, Terantang Beringin Village
44	UBH Ulak Karang Campus Polling Station	109	Voting Station Bandar Buat/Gaduik Intersection
45	Voting Station SMA 1 (Inside)	110	Lemdadika Padang Besi Polling Station
46	Voting Station Battalion 131	111	Voting Station Atok Genteng Indarung
47	Falamboyan Polling Station	112	Sako/Indarung Polling Station
48	Muaro Lasak Parking Lot Polling Station	113	Indarung Housing TPS
49	Voting Station Parking Lot Beach Lake Cimpago	114	TPS Simpang Arai Pinang
50	Cimpago Lake Polling Station	115	Pengambiran Depot
51	Voting Station Beach Padang/ Mosque Alhakim	116	Voting Station Gates
52	Polling Station Jl. Ujung Gurung	117	Ujung Tanah Polling Station
53	Polling Station Pasar Pagi	118	Polling Station Limau Manis South/Gaduik
54	Rimbo Tapi Banda Polling Station	119	Kapalo Koto Polling Station
55	Ratulangi Polling Station	120	BKD Polling Station/ M. Hatta Street
56	Jao Village Polling Station	121	TPS Unand Limau Hospital Manis
57	Wowo/Veteran Polling Station	122	Unand LM Campus Polling Station.Sweet
58	Polling Station SMA 2 (Inside)	123	BRI Sendik Polling Station
59	Andalas Plaza Polling Station	124	Parak Nipah Bungus
60	TPS Behind the Barracks/Museum Aditiawarman	125	West Telik Kabung
61	Bumi Minang Hotel Polling Station	126	Bungus Port
62	Muaro Prison (Inside)	127	Teluk Sirih Power Plant
63	Police Headquarters TPS		

Source: Padang Mayor's Decree No. 227 of 2021