

Implementation of The Waste Service Retribution Policy in an Effort to Optimize Customer Satisfaction at The Waste Management UPT of the Bogor District DLH

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ABSTRACT

This study analyzes the implementation of waste service retribution policies to optimize customer satisfaction at UPT IV Ciampea, Bogor Regency Environmental Agency. Using a qualitative descriptive approach through interviews, observations, and documentation, the findings show that policy standards and implementer dispositions are relatively good, but overall implementation remains suboptimal. Key constraints include limited resources, weak integration between administrative and technical services, and uneven communication. Service quality has improved in responsiveness and empathy, yet remains weak in schedule consistency and fleet availability. Customer satisfaction is fairly good, influenced by service quality and transparency. Strengthening communication, participation, and operational capacity is recommended.

INTRODUCTION

Waste management is a crucial aspect of public service delivery, directly related to environmental cleanliness, public health, and quality of life. As the population and community activities increase, the volume of waste generated also increases, requiring local governments to provide effective and sustainable waste management services. In this context, the local government, through the Waste Management Technical Implementation Unit (UPT) of the Bogor Regency Environmental Agency (DLH), plays a strategic role in managing the waste collection, transportation, and processing system (Ministry of Environment and Forestry, 2022).

To support the sustainability of these services, the local government has established a waste management service levy policy aimed at financing operations while improving service quality. However, in its implementation, the levy policy often faces various challenges, such as a lack of public understanding of payment obligations, perceptions of unfair tariffs, and suboptimal service quality. This aligns with the opinion (Mardiasmo, 2018), which states that the success of regional levies is greatly influenced by the effectiveness of policy implementation and the level of public compliance.

Customer satisfaction is a crucial indicator in assessing the success of public services, including waste management services. Effective implementation of retribution policies, supported by good communication, adequate resources, and an efficient bureaucratic system, is expected to improve service quality and customer satisfaction. According to (Tjiptono, 2019), customer satisfaction is influenced by the quality of service received compared to customer expectations. Furthermore, the policy implementation theory of (Edward III, 1980) emphasizes that communication, resources, disposition, and bureaucratic structure are factors that determine the success of policy implementation. Therefore, this study is important to analyze the implementation of waste management service retribution policies in an effort to optimize customer satisfaction.

Islam serves as a compass for humanity in all aspects of life, including religion, economics, socio-cultural, political, educational, health, and others (Sudarsa, 2022). The comprehensiveness of its teachings has encouraged humanity to move towards intellectual and cultural growth and development. All of this stems from its teachings derived from the Quran and Hadith.

Environmental cleanliness is a crucial aspect in creating a good quality of life for the community. Effective sanitation services not only contribute to public health but also support the aesthetics and comfort of the environment. In this context, efficient waste management is crucial. However, many regions still face challenges in providing optimal sanitation services, particularly related to the management of fees and operational costs.

Based on the Minister of Home Affairs Regulation Number 77 of 2020 concerning technical guidelines for regional financial management, Regional Regulation Number 2 of 2014 concerning waste management, Regional Regulation No. 5 of 2022 concerning Regional Financial Management, Regional Regulation 11 of 2023 concerning Regional Taxes and Regional Retributions of Bogor Regency and Regent Regulation No. 7 of 2023 concerning procedures for collecting waste

and sanitation service levies, waste levies are the main legal basis and basis for local governments in sanitation management and services.

Based on field observations, the fees charged are often disproportionate to the quality of service received by the public. The Ciampea Region IV Technical Implementation Unit (UPT IV) covers 5 sub-districts, 1 urban village, and 47 villages. The population within this area is 598,816, with a personnel and operational fleet of 29 vehicles, many of which are unfit for operation. This can lead to customer dissatisfaction and decreased public participation in sanitation services.

Based on Regent Regulation No. 17 of 2017 concerning the organizational structure, duties, functions, and work procedures of the Environmental Service, with the primary task and function of assisting the Regent in implementing government affairs in the environmental and forestry sectors, as well as assisting tasks, the Waste Service Unit (UPT) was established based on Bogor Regent Regulation No. 34 of 2018 concerning the Establishment, Organization, and Work Procedures of the Class A Waste Management Technical Implementation Unit within the Environmental Service to carry out technical operational tasks and/or specific supporting technical activities in waste management services in Bogor Regency. One of the Class A Waste Management Technical Implementation Units (UPT) within the Environmental Agency is the UPT PS Region IV Ciampea, which covers several sub-districts: 1. Ciampea, 2. Ciomas, 3. Dramaga, 4. Tamansari, and 5. Tenjolaya. Its functions include providing cleaning and administrative services to the public.

Public policy in Islam is a general policy that fosters the welfare of the people. To achieve this goal, classical Muslim scholars and scientists such as Imam Al-Ghazali and Imam Ash-Syatibi emphasized the importance of fulfilling the pillars of maqasid shari'ah in all general policies issued by leaders (ulil amri) or the Islamic government. Democracy (Sudarsa, 2023) is a competitive political system in which leaders and organizations compete to develop policy alternatives, enabling the public to participate in the decision-making process.

From a public policy perspective, the implementation of retribution policies must embody the principles of transparency, accountability, fairness, and effectiveness. Transparency requires the public to be provided with clear information regarding rates, the legal basis, and the benefits of retribution payments. Accountability means that retribution revenue must be accounted for and used to support improved service quality. Fairness requires that rates align with the community's capabilities and the benefits of the services provided. Effective retribution policy implementation can only be achieved if all these elements are aligned with a professional waste collection service system that is responsive to customer needs.

Furthermore, the resource factor for policy implementers is also a key consideration in the context of this research. Based on initial observations, the number of waste collectors at the UPT PS IV Ciampea Region is still limited compared to the service area and number of customers. This situation results in irregular waste collection schedules, particularly during the rainy season when waste volumes increase. Infrastructure, such as waste collection vehicles, is also

inadequate in terms of quantity and operational condition. These resource limitations often impact service consistency, which ultimately impacts customer satisfaction levels.

Customer satisfaction is a crucial indicator in assessing the effectiveness of cleaning services. High levels of satisfaction will encourage community participation and raise awareness of the importance of cleanliness. However, to achieve this, an in-depth evaluation is needed of how cleaning services, in conjunction with fees, influence customer perceptions and satisfaction.

Waste management is a strategic issue in environmental management in various regions, including Bogor Regency. Rapid population growth, changes in consumption patterns, and expanding economic activity contribute to the increase in daily waste generation. According to data from the Bogor Regency Environmental Agency (DLH), household and household-like waste generation in the Ciampea area has increased significantly over the past five years. This situation requires a waste management system that is not only effective in terms of technical aspects of transportation and disposal, but also supported by fair, transparent, and publicly acceptable financing policies.

One policy instrument that serves as a source of funding for waste management services is the levy. The waste service levy policy is regulated by regional regulations and regental regulations, which stipulate tariffs, collection mechanisms, payment obligations, and administrative sanctions for those liable to levy. This levy is essentially a mandatory contribution paid by the public as compensation for the waste management services received. However, in practice, waste service levies often face various challenges, both in terms of collection administration, public payment compliance, and the relationship between service quality and customer satisfaction.

The phenomenon occurring at the Ciampea Regional Waste Management Unit (UPT PS IV) indicates that waste collection is not yet optimal compared to the potential collection. Several internal reports from the Bogor Regency Environmental Agency (DLH) noted a significant discrepancy between the list of registered customers and the number of customers who regularly pay their fees on time. Another emerging issue is the public's lack of understanding of the legal basis and benefits of levy payments, which in turn affects awareness and compliance with payment requirements. This situation impacts the stability of operational funding for waste collection services, as levies are a primary source of funding, in addition to the regional budget.

In addition to levy revenue, the quality of waste collection services is also a crucial factor influencing customer satisfaction. In the context of public services, customer satisfaction reflects the public's perception of the alignment between expectations and the actual service received. Based on the results of the DLH's internal customer satisfaction survey, complaints arose regarding inconsistent waste collection schedules, delays in collection on certain days, and the condition of waste collection officers who did not fully utilize work equipment that met occupational health and safety standards. Public perception of this service inconsistency has the potential to influence their commitment to paying levies,

resulting in a close relationship between the quality of waste management services and customer satisfaction and compliance with levies.

This phenomenon indicates problems with the suboptimal implementation of levies. In public policy implementation theory, successful implementation is influenced by several variables, including clarity of policy content, supporting resources, the attitudes of policy implementers, bureaucratic structure, and the social environment of the community. At the regulatory level, the waste management service levy policy is clearly regulated through Bogor Regency Regulation No. 4 of 2016 concerning Public Service Levies. However, in practice, obstacles hinder its effectiveness, such as a lack of coordination between implementing units, limited collection officers, and public resistance to payment.

This context is further complicated by the nature of waste management services, which directly impact people's daily lives. If waste collection is delayed or substandard, the impact is not only on environmental aesthetics but also on public health and environmental pollution. Therefore, within the framework of public service management, optimizing customer satisfaction is a crucial indicator of successful waste management service delivery. High customer satisfaction not only enhances the image of local government agencies but also serves as social capital that encourages community participation in supporting service financing through levies.

Preliminary studies indicate a disparity between customer perceptions of the obligation to pay levies and the satisfaction they receive from waste collection services. Some residents believe that the levy rates imposed are relatively incongruent with the frequency of waste collection, leading to reluctance to pay regularly. Conversely, customers who are satisfied with the service tend to have higher levels of levy payment compliance. This suggests that customer satisfaction is a determining factor in efforts to optimize waste service levy revenue.

From a public perspective, perceptions regarding levy collection vary. Some customers perceive waste management as a local government obligation that should be fully funded from the regional budget (APBD). This view has given rise to resistance to paying levies. Conversely, other community groups recognize that levies are a shared responsibility to support sustainable services. These varying perceptions are influenced by education levels, policy socialization, service experience, and local cultural values. Therefore, the implementation of levies requires intensive public communication strategies and a persuasive approach based on community participation.

This situation demonstrates that the implementation of waste management levies is not only related to regulatory factors and collection mechanisms, but also closely related to customer satisfaction with the quality of service provided. Good service quality will build public trust, which ultimately impacts increased compliance with levies. Conversely, services that do not meet expectations will trigger complaints and decrease the level of levies collected.

In the context of sustainable regional development, efficient and participatory waste management is one indicator of the local government's success in realizing a clean, healthy, and comfortable environment. The Ciampea Region's Waste Management Unit (UPT PS IV), as a technical waste management unit, plays

a strategic role in ensuring optimal waste collection services meet minimum service standards. However, this effort requires adequate support from retribution revenues as a source of operational funding. Therefore, research on the implementation of waste service retribution policies to optimize customer satisfaction is relevant and urgent.

The gap in this research is the absence of a comprehensive study that integrates the implementation of waste service levy policies with the level of customer satisfaction of the community, especially in the local context of the Waste Management Unit of the Bogor Regency Environmental Agency.

METHODOLOGY

This study uses a descriptive qualitative approach, a research method that aims to describe in depth and systematically the implementation of the waste service levy policy and efforts to optimize customer satisfaction at the UPT PS IV Ciampea Region, Bogor Regency Environmental Service. The qualitative approach was chosen because this study seeks to understand the phenomenon comprehensively through interpreting the meanings, perceptions, and experiences of informants directly involved in the policy implementation. Qualitative descriptive research does not focus on hypothesis testing, but rather on deepening empirical data through interviews, observations, and documentation so that a comprehensive picture of the problem being studied can be obtained.

Informants were selected using purposive sampling, selecting informants based on specific considerations relevant to the research problem. The key informants in this study included:

- 1) The Head of the Technical Implementation Unit (UPT) IV, Ciampea Region, Bogor Regency Environmental Agency (DLH).
- 2) Staff from the UPT PS IV who handle waste management services and levy administration.
- 3) Field officers (waste collectors).
- 4) Customer representatives (community users of waste management services) residing within the UPT PS IV service area.
- 5) Officials from the Bogor Regency Environmental Agency who handle waste policy.

Data analysis was conducted using descriptive qualitative methods, with the following stages:

1. Data Reduction

Data from interviews, observations, and documentation were classified, selected relevant data, simplified, and systematically organized according to the research focus.

2. Data Presentation

Data were presented in descriptive narratives, tables, and informant quotations to facilitate understanding.

3. Conclusion Drawing

Conclusions were drawn based on the patterns of findings, trends, and relationships between the data categories obtained. This process was repeated to ensure the validity of the interpretation.

To ensure the credibility and validity of the data, triangulation techniques were used, including:

1. Source Triangulation

Comparing information obtained from different informants (officials, officers, and the community).

2. Technical Triangulation

Combining interviews, observations, and documentation.

3. Temporal Triangulation

Data collection was conducted at different points in time to ensure consistency of information. Additionally, member checking was conducted by asking informants to review the interview summary to ensure the accuracy of the data.

This study has several limitations that must be considered when interpreting the results, including:

This study was conducted only at the Waste Management Technical Implementation Unit (UPT) of the Bogor Regency Environmental Agency (DLH), so the results cannot be fully generalized to other regions with different service characteristics and policies.

Respondents in this study were limited to waste management service customers who were willing to complete the questionnaire, thus potentially introducing perceptual bias that does not fully represent the entire customer population.

This study focused solely on the implementation of waste levy policies and customer satisfaction, without considering other factors such as infrastructure quality, human resource capacity, or technological aspects, which can also influence satisfaction levels.

The data obtained were primarily derived from questionnaires and interviews, thus relying heavily on the honesty and subjectivity of respondents.

The study was conducted over a limited period of time and therefore was unable to capture the dynamics of policy change or long-term service improvements.

Based on these limitations, the following possible directions for further research are:

It is recommended that future research cover more regions or compare regions to provide a more comprehensive picture of waste levy policy implementation.

Future research could add other variables such as service quality, officer performance, the use of waste management technology, and public awareness to obtain more in-depth results.

Future research could combine quantitative and qualitative approaches in greater depth to explore aspects of policy implementation more comprehensively.

Longer-term research is recommended to observe changes in customer satisfaction along with improvements in waste policies and services.

Future research could examine the use of digital technology in waste levy and management systems, such as cashless payment systems or customer complaint applications. Further research can also examine behavioral factors and community participation in paying levies and maintaining environmental cleanliness.

FRAMEWORK

Waste management is a form of public service that plays a crucial role in maintaining environmental cleanliness and public health. In its implementation, the local government, through the Waste Management Technical Implementation Unit (UPT) of the Bogor Regency Environmental Agency (DLH), has established a waste service levy policy as a form of operational funding and a service regulation instrument.

The implementation of this levy policy focuses not only on fee collection but also on the quality of service provided to customers. Effective policy implementation can be seen from several aspects, such as clear communication with the public, the availability of adequate resources, responsiveness of implementers, and a supportive bureaucratic structure.

If the policy is implemented well, it will impact the quality of waste services, such as timely waste collection, responsiveness of officers, and a clear levy payment system. Good service quality will ultimately increase customer satisfaction with the services provided. Conversely, if the policy is not implemented optimally, it can lead to customer dissatisfaction, such as complaints about tariffs, service delays, or lack of response from officers.

Thus, it is understandable that the implementation of the waste service levy policy is closely related to customer satisfaction levels, both directly and through service quality as an intermediary variable. Therefore, this study aims to analyze the extent to which the implementation of the retribution policy can optimize customer satisfaction at the Waste Management Unit of the Bogor Regency Environmental Agency.

RESULTS AND DISCUSSION

Based on Bogor Regent Regulation Number 34 of 2018 concerning the Establishment, Organization, and Work Procedures of the Class A Waste Management Technical Implementation Unit (UPT) at the Bogor Regency Environmental Agency, the waste management system in Bogor Regency is divided into seven UPT work areas. This regional division aims to improve the effectiveness of public service delivery in the field of waste management through a region-based management approach. This research was conducted at the UPT Waste Management Region IV, which has a fairly broad and complex service coverage, making it a relevant location to examine the implementation of waste service levy policies in an effort to optimize customer satisfaction.

The UPT Waste Management Region IV is located at Jalan Lingkar Dramaga, RT 002/RW 001 Dramaga, Bogor Regency. Administratively, this

UPT's work area covers five sub-districts, consisting of one urban village and forty-seven villages: Tamansari, Ciomas, Dramaga, Ciampea, and Tenjolaya. The extensive service area coverage demonstrates the strategic role of the Waste Management Technical Implementation Unit (UPT) Region IV in supporting environmental cleanliness and waste collection levy management in the western region of Bogor Regency.

Tamansari District is one of the service areas, comprising eight villages: Sukajadi, Sukajaya, Pasir Eurih, Sukamantri, Sukaluyu, Sukaresmi, Taman Sari, and Sirna Galih. This area has a population of approximately 108,913 and covers an area of approximately 32.28 km². The geographical conditions and high population density present challenges in waste management, particularly in terms of scheduling transportation and providing supporting infrastructure.

Ciomas District is one of the most populous areas within the service area of UPT Waste Management Region I. This sub-district comprises one urban village and ten villages: Padasuka Village, Mekarjaya, Ciomas, Ciapus, Ciomas Rahayu, Laladon, Batu City, Parakan, Sukamakmur, Sukaharja, and Pagelaran Villages. With a population of around 170,486 people and an area of 163 km², Ciomas District has a fairly high level of residential and economic activity, resulting in a significant volume of waste and requiring optimal service management.

Next, Dramaga District comprises ten villages: Purwasari, Sukadamai, Neglasari, Ciharang, Babakan, Petir, Sukawening, Sinasari, Dramaga, and Cikarwang. This district has a population of approximately 110,347 people and an area of 24.32 km². The rapidly growing educational and residential areas in Dramaga contribute to the increasing daily waste volume, necessitating consistent and responsive waste collection services.

Ciampea District is another service area, comprising thirteen villages: Ciampea Udik, Cibuntu, Tegal Waru, Cihideung Udik, Cibanteng, Cibadak, Ciampea, Cinangka, Cicadas, Bojong Jengkol, Cihideung Ilir, Bojong Rangkas, and Benteng. This district has a population of approximately 141,392 people and an area of 33.98 km². The heterogeneous nature of the region, both in terms of population density and socioeconomic characteristics, demands an adaptive waste management strategy oriented to community needs.

The final service area covered by this study is Tenjolaya District, which comprises seven villages: Tapos I, Tapos II, Situ Daun, Gunung Malang, Cinangneng, Cibitung Tengah, and Gunung Mulya. Tenjolaya District has a population of approximately 67,678 people and an area of 22.64 km². Despite its relatively smaller population compared to other districts, waste management services remain a crucial requirement for maintaining environmental quality and public health.

To support its duties, the Waste Management Technical Implementation Unit (UPT) Region IV is supported by human resources, operational facilities and infrastructure, and a waste transportation fleet consisting of four-wheeled vehicles, two-wheeled motorcycles, and three-wheeled motorcycles. The availability of this fleet plays a crucial role in ensuring the smooth process of waste collection and transportation from the service area to the processing location or final disposal site. Furthermore, the availability of operational

facilities is an important indicator in assessing the effectiveness of waste management policy implementation in the field.

From a retribution management perspective, the number of retribution payers in the Waste Management Technical Implementation Unit (UPT) Region IV demonstrates efforts to optimize regional revenue. Data shows that the number of retribution payers in 2023 was recorded at 474, increasing to 490 in 2024 and remaining stable through 2025 and 2026. This increase in the number of retribution payers reflects the local government's efforts to strengthen the retribution management system as a financing instrument for public services in the environmental sector.

Overall, the broad scope of its work area, large population, and complex socioeconomic characteristics make the Waste Management Unit (UPT) Region IV a relevant research location for examining the implementation of waste service levy policies. This overview provides important context for understanding the actual conditions on the ground that influence service quality and the level of public satisfaction as waste service users.

The results of this study are compiled based on data obtained through in-depth interviews, field observations, and documentation studies related to the implementation of the waste service levy policy at the UPT Waste Management (UPT) IV, Ciampea Region, Bogor Regency Environmental Agency. Data collection was conducted with key informants including the Head of the UPT, administrative staff, field officers, actual waste service customers, and Bogor Regency Environmental Agency officials as supporting informants. The research results are presented in a qualitative descriptive manner, referring to the research period, namely the implementation of the waste service levy policy, constraints in service, and strategies implemented to optimize customer satisfaction. The presentation of these research results aims to provide empirical evidence regarding actual conditions on the ground as a basis for analysis in the discussion section.

The implementation of the waste service levy policy at the Ciampea Region Technical Implementation Unit (UPT PS IV) of the Bogor Regency Environmental Agency is part of the local government's strategy to improve the quality of public services while strengthening operational funding for waste management. Based on research conducted through in-depth interviews, field observations, and documentation, policy implementation has been underway but still faces a number of dynamics that reflect the complexity of public policy implementation at the technical level.

Analyzing the policy implementation theory of Van Meter and Van Horn (1975), the Bogor Regency Environmental Agency has clearly formulated policy standards and program objectives. The Head of the Ciampea Region Technical Implementation Unit (UPT PS IV) stated that the levy policy is not solely oriented towards regional revenue but also towards maintaining service sustainability.

The Head of the Ciampea Region Technical Implementation Unit (UPT PS IV) stated:

"This levy is one source to support fleet operations. Without this levy, transportation services will struggle to operate optimally."

This statement demonstrates the implementers' understanding of the policy objectives, which is a positive indicator of the implementer's disposition variable. However, implementation in the field indicates that public understanding of the policy is not yet widespread.

Based on interviews with community informants in Ciampea and Dramaga Districts, some residents still consider levies as an administrative obligation without knowing their direct benefits for services.

Community Informant (Regional Head of Dramaga District):

"We pay levies, but not all residents understand their function. Sometimes they just follow along because it's become a habit."

This finding indicates a gap in policy communication, as explained by Edward III (1980). Suboptimal communication results in the public not fully understanding the relationship between levy payments and the quality of services received.

From a bureaucratic structure perspective, the division of tasks between the Head of the Technical Implementation Unit (UPT), the Head of the Administration Sub-Division, administrative officers, and operational officers is quite clear. This structure supports the coordination of service delivery, although the integration of information between levy administration and operational schedules still requires improvement.

A UPT administrative staff member explained:

"Data on mandatory levies is available, but sometimes it's not integrated with the service schedule in the field. This still needs improvement."

This indicates that the bureaucratic structure has been established, but its effectiveness still depends on the information management system.

Policy communication is a crucial factor in implementation. Based on the research, outreach is carried out through the neighborhood associations (RT/RW) and village officials, but it has not been consistently conducted periodically.

A Bogor Regency Environmental Agency (DLH) official stated:

"We have conducted outreach, but the challenge is that the Technical Implementation Unit (UPT) is so vast that not all residents receive information directly."

The lack of ongoing communication results in low public understanding of the policy. In the context of public administration, this situation indicates that the implementation process remains top-down and not fully participatory.

Limited resources were one of the main obstacles identified in interviews. Field officers revealed that the number of transport vehicles was not commensurate with the size of the service area.

Field Officer:

"The area is vast, sometimes one fleet has to serve several villages. If a vehicle breaks down, the schedule can be delayed."

This finding reinforces the theory of policy implementation, which states that resources are a crucial variable in determining the success of implementation.

Despite resource limitations, officers demonstrated high commitment to carrying out their duties. Based on observations, officers continued to carry out transport despite facing limited facilities. This indicates that the disposition of implementers is a strength in policy implementation at the UPT PS IV Ciampea Region.

A clear organizational structure provides a systematic framework, but coordination between functions still needs to be strengthened, particularly in synchronizing retribution data with operational services.

Based on the analysis, obstacles to policy implementation can be classified into internal and external factors.

Internal obstacles include limited fleet capacity, number of personnel, and the condition of infrastructure. Operational officers stated that vehicle maintenance is a challenge due to high usage intensity. Furthermore, limitations in the digital administration system mean that retribution recording is still done manually in some areas.

The most dominant external factors are low public awareness and socioeconomic conditions. Several community informants stated that economic factors are the reasons for late retribution payments.

Community Informant (Regional Head of Tenjolaya District):

"Sometimes it's not just unwillingness to pay, but economic conditions are also a consideration."

In relation to Arnstein's (1969) theory, community participation in policymaking still occurs at the level of tokenism, where the community is merely the object of policy without active involvement in the decision-making process.

The Ciampea Region's Technical Implementation Unit (UPT PS IV) has implemented various strategies to increase community satisfaction. These strategies include:

- 1) Rescheduling transportation routes based on priority areas.
- 2) Improving coordination with the village government.
- 3) Providing waste management education to the community.

According to the SERVQUAL model, this strategy seeks to improve the dimensions of reliability and responsiveness. Interviewed residents reported that officers respond more quickly to complaints than before.

Community Informant (Regional Head of Ciomas District):

"Now, if there's a complaint, it can be submitted directly, and officers respond more quickly."

Furthermore, the Technical Implementation Unit (UPT) is working to improve the transparency of retribution administration. Administrative staff stated that payment recording is being conducted more orderly to increase public trust. From the perspective of Kotler and Keller's (2016) customer satisfaction theory, consistent improvements in service quality will narrow the gap between public expectations and perceptions.

A critical analysis reveals that the implementation of the waste management retribution policy at the UPT PS IV Ciampea Region exhibits characteristics of street-level bureaucracy. Field officers play a strategic role in determining the quality of service perceived by the public. Although regulations

have been formally established, the effectiveness of implementation is greatly influenced by direct interactions between officers and the public. This demonstrates that policy success depends not only on policy design but also on administrative practices at the operational level. From the perspective of modern public administration, a more participatory and collaborative service approach needs to be developed so that the community becomes not only an object of policy, but also a partner in waste management.

This research aims to analyze in-depth the implementation of the waste service levy policy at the Waste Management Unit (UPT) IV in the Ciampea Region of the Bogor Regency Environmental Agency by comparing empirical findings in the field with the theoretical framework used in the study. The analysis is based on three main research focuses: the implementation of the waste service levy policy, factors constraining service delivery, and strategies for optimizing customer satisfaction.

The theory of public policy implementation proposed by Van Meter and Van Horn (1975) states that successful implementation is influenced by six main variables: policy standards, resources, interorganizational communication, implementing agent characteristics, socioeconomic conditions, and implementer disposition. Based on the research findings, the implementation of the waste service levy policy at the UPT PS IV in the Ciampea Region demonstrates partial alignment with the theoretical variables, but is not yet fully optimal.

From a policy standard perspective, implementers at the UPT level understand the purpose of the levy policy as a supporting instrument for service operations. The Head of the UPT stated that the levy is crucial for maintaining the sustainability of waste collection services. This indicates that the policy standard variables have been met, as implementers have a relatively good understanding of the program's objectives.

However, interviews with the community revealed a gap between the understanding of implementers and the public. Some people only understand the obligation to pay fees without understanding the benefits of improving service quality. This situation indicates that policy standards have not been fully internalized at the community level, impacting payment compliance.

From a resource perspective, field findings indicate that limited transportation fleets and operational personnel are hindering policy implementation. Field officers reported that the size of the service area is not commensurate with the number of available fleets. Compared with the Van Meter and Van Horn theory, this situation indicates that resource variables have not been optimally met, thus affecting the quality of policy implementation.

Furthermore, the socioeconomic conditions of the community also influence the effectiveness of policy implementation. Several community informants stated that economic factors are a consideration in paying fees. This demonstrates that policy implementation cannot be separated from the social context of the community, as explained in policy implementation theory.

George Edward III (1980) emphasized four main factors in policy implementation: communication, resources, disposition, and bureaucratic

structure. Compared with research findings, policy implementation at the UPT PS IV Ciampea Region exhibits interesting dynamics.

First, in terms of policy communication, the research results indicate that policy socialization remains sporadic and has not been carried out sustainably. Although village governments and neighborhood units (RT/RW) have been involved, information received by the community is not evenly distributed. From Edward III's perspective, ineffective communication can lead to distorted understanding of the policy, which ultimately affects community compliance.

Second, resource factors are a dominant issue in policy implementation. Limited fleet and operational facilities mean that services do not always run on schedule. This situation demonstrates that the success of policy implementation is greatly influenced by the readiness of physical and human resources.

Third, in terms of the disposition of implementers, the research findings indicate that officers are highly committed to providing services. Despite limited resources, officers continue to strive to provide the best possible service to the public. This demonstrates that the disposition of implementers is a strength in policy implementation at the UPT PS IV Ciampea Region.

Fourth, the existing bureaucratic structure provides a clear division of duties between management, administration, and operations. However, data integration between retribution administration and operational services still needs to be improved for more effective policy implementation.

The SERVQUAL model proposed by Zeithaml, Parasuraman, and Berry (1990) emphasizes five dimensions of service quality: tangibles, reliability, responsiveness, assurance, and empathy. Analyzing research findings, the quality of waste management services at the Ciampea Region's Waste Management Unit (UPT PS IV) shows variation across each dimension.

In the tangibles dimension, the availability of a collection fleet and operational facilities are key indicators of service quality. However, limited infrastructure indicates that this dimension still needs improvement.

In the reliability dimension, the public expects consistent, scheduled transportation services. Research findings indicate that delays in transportation still occur due to fleet limitations. This creates a gap between expectations and service performance.

Conversely, the responsiveness dimension shows quite positive developments. The public reports that officers now respond to complaints more quickly than before. This indicates efforts to improve service quality that are oriented towards community needs.

In the empathy dimension, direct interaction between officers and the public is a crucial factor in building customer satisfaction. Friendly and communicative officers positively impact public perception of the service. According to Kotler and Keller (2016), customer satisfaction is influenced by the comparison between expectations and perceived service performance. Based on research findings, the level of public satisfaction with waste management services is considered quite good, but not yet optimal.

Some residents are satisfied because the environment is cleaner and the service is relatively responsive. However, delays in transportation and a lack of information regarding the use of fees still leave some residents dissatisfied.

These findings indicate that increasing customer satisfaction depends not only on improving the quality of physical services but also on the transparency of information and policy communication.

Based on the Ladder of Citizen Participation perspective proposed by Arnstein (1969), the level of public participation in waste policy implementation in the study area remains limited. The public acts more as recipients of policy than as partners in the decision-making process.

This is evident in the minimal community involvement in waste management service program planning. Socialization efforts are still one-way, so community participation has not yet developed into a more active collaboration.

A comprehensive comparison of theory and field findings shows that the implementation of the waste management service fee policy at the Ciampea Region's Waste Management Unit (UPT) IV demonstrates that successful implementation is determined not only by formal regulations, but also by structural, social, and behavioral factors.

The policy was well-designed normatively, but implementation in the field is affected by limited resources, suboptimal policy communication, and low levels of community participation. This situation demonstrates that public policy implementation is a dynamic and complex process, particularly in basic service sectors such as waste management.

Based on the research results and discussion regarding the implementation of the waste management service fee policy in an effort to optimize customer satisfaction at the Ciampea Region's Waste Management Unit (UPT) IV, Bogor Regency's Environmental Agency, several implications can be examined from both theoretical and practical perspectives. These implications illustrate the research's contribution to the development of public administration science and to the practice of waste management services at the regional level.

Theoretically, the results of this study reinforce the concept of public policy implementation proposed by Van Meter and Van Horn, as well as Edward III, particularly regarding the importance of communication, resources, implementer disposition, and bureaucratic structure in determining the success of policy implementation. The research findings indicate that even though policy standards have been clearly established, successful implementation at the technical level depends heavily on the effectiveness of policy communication to the public and the adequacy of operational resources. This emphasizes that policy implementation is not simply a matter of formal regulations, but also a process of interaction between implementers and the public as service recipients.

Furthermore, this study contributes to the development of public service quality theory through the SERVQUAL approach. The findings indicate that reliability and responsiveness are dominant factors in shaping customer satisfaction with waste management services. This situation reinforces the view of Zeithaml, Parasuraman, and Berry that public service quality is strongly

influenced by service consistency and the implementer's ability to respond to community needs.

From the perspective of Kotler and Keller's customer satisfaction theory, this study demonstrates that public satisfaction is determined not only by perceived service outcomes but also by the transparency of information and policy communication. Thus, this research enriches public administration studies by emphasizing the importance of integrating regional fiscal policy (levies) and the quality of public services as determinants of public satisfaction.

Furthermore, within the context of Arnstein's theory of public participation, this study indicates that the level of public participation remains limited, necessitating a more collaborative approach to policy implementation. This finding provides theoretical implications that the success of public service policies requires an increased role for the public, from mere policy objects to active partners in the service management process.

Practically, the results of this study offer several implications for the Bogor Regency Environmental Agency and the Ciampea Region's Technical Implementation Unit (UPT) IV in improving the effectiveness of waste management services. First, strengthening policy communication strategies through more sustainable, participatory outreach is necessary. Effective outreach should not only focus on the obligation to pay levies but also on educating people about the benefits of levies in improving service quality.

Second, increasing operational resource capacity is an urgent need to support policy implementation. Adding waste collection vehicles, improving infrastructure, and strengthening operational management systems can help improve service consistency and meet public expectations.

Third, strengthening a more transparent and integrated retribution administration system can increase public trust in waste management services. Transparency in retribution management has the potential to increase payment compliance while strengthening the relationship between local governments and the public.

Fourth, strategies to improve customer satisfaction need to be directed at a more responsive and empathetic service approach. Public service training for field officers and improving the public complaints system can be concrete steps to improve the quality of interactions between policy implementers and the public.

Overall, the practical implications of this research indicate that optimizing customer satisfaction depends not only on improving physical facilities, but also on strengthening policy communication, public participation, and the professionalism of service implementers.

CONCLUSIONS AND RECOMMENDATIONS

The implementation of the waste service levy policy at UPT IV Ciampea, Bogor Regency Environmental Agency, generally aligns with established policy standards but has not been fully optimal. Based on Van Meter, Van Horn, and Edward III's perspectives, policy standards and implementer disposition are relatively strong, reflected in good understanding and commitment of officers. However, limitations in resources, weak integration between administrative and

technical systems, uneven communication, and socioeconomic factors affecting compliance remain key challenges. Service quality shows improvement in responsiveness and empathy, but reliability and tangibles still need enhancement. Public satisfaction is fairly good but not maximal, highlighting the need for better communication, operational capacity, and stronger community participation.

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