

## Analysis Of Employee Attitudes And Behavior In Waste Management At The Environmental Services Department Of Gunungsitoli City

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### Abstract

This research examines employee attitudes and behavior in waste management at the Environmental Agency of Gunungsitoli City. Using a qualitative approach, data were collected from four key informants through in-depth interviews, observation, and documentation. The informants included the Head of the Environmental Agency, Head of Waste Management Division, Head of General Affairs and Personnel Sub-division, and Environmental Impact Controller. Data analysis employed the Miles and Huberman model, encompassing data collection, data reduction, data presentation, and conclusion drawing. Results indicate that employee attitudes in waste management are generally positive, characterized by strong commitment to compliance with regulations, emphasis on integrity and transparency, and implementation of systematic educational programs and strict supervision. Employee behavior demonstrates high performance through proper task execution, enhanced social relationships among employees through work group activities, comprehensive training programs, transparent performance evaluations, and motivation initiatives to increase employee confidence. However, several challenges persist, including minimal public awareness of environmental cleanliness, limited facilities and infrastructure such as insufficient waste transport trucks and inadequate final disposal sites (TPA), lack of clear standard operating procedures for waste management, and insufficient coordination among relevant parties. These findings emphasize the necessity for strengthening waste management practices through enhanced public education, infrastructure improvements, establishment of clear operational procedures, and improved inter-agency coordination to achieve sustainable waste management in Gunungsitoli City.

**Keywords:** Employee Attitudes, Employee Behavior, Waste Management, Public Service, Environmental Agency

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### INTRODUCTION

Human resources constitute the cornerstone of organizational success, particularly in public sector institutions responsible for environmental management (UNDP, 2021). In the context of waste management, employee attitudes and behavior significantly influence service quality and organizational effectiveness (Wijaya, 2021). The Environmental Agency of Gunungsitoli City, as the primary institution responsible for environmental cleanliness and sustainability, faces substantial

challenges in managing increasingly complex waste management issues. Waste management has become a critical concern across Indonesian cities. According to the National Waste Management Information System of the Ministry of Environment and Forestry accessed on February 1, 2023, Indonesia generates approximately 18.3 million tons of waste annually. Of this amount, only 77.28% is managed, comprising 26.73% waste reduction and 50.55% waste handling, leaving 22.72% unmanaged. This situation underscores the importance of effective waste management systems supported by competent and committed human resources.

Gunungsitoli City, located in North Sumatra Province with an area of 469.36 km<sup>2</sup>, has experienced population growth from 136,707 people in 2021 to 137,583 people in 2022 according to the Gunungsitoli City Central Statistics Agency. This population increase directly correlates with increased waste volume, making waste management increasingly urgent to mitigate negative impacts on the environment, public health, and urban aesthetics. According to Sutrisno (2021), attitude represents a form of evaluation or emotional reaction. A person's attitude toward an object encompasses both supportive (favorable) and unsupportive (unfavorable) feelings toward that object. Meanwhile, M. & Daud (2021) define employee behavior as encompassing all actions, reactions, and decisions made by employees in the workplace, both visible and invisible, that influence organizational outcomes.

The Environmental Agency of Gunungsitoli City plays a crucial role in formulating policies, coordinating implementation, and supervising waste management processes, including collection, sorting, recycling, and final disposal. However, preliminary observations revealed several issues related to employee attitudes and behavior, including insufficient awareness and commitment from employees in implementing effective and sustainable waste management, absence of clear procedures regarding waste management processes, minimal employee role in socializing waste-related regulations to communities, lack of motivation and innovation from employees, and inadequate supervision in waste management.

An online news article from RRI Gunungsitoli City dated August 1, 2023, reported that waste transportation in several areas of Gunungsitoli City was constrained due to damaged operational fleets requiring repair time, resulting in disrupted waste transportation from locations such as Pasar Pagi and other collection points. This situation demonstrates the importance of proper attitudes and proactive behavior from Environmental Agency employees in addressing waste management challenges. Previous research by Ariyanto et al (2022) on waste management analysis in Subulussalam City found that waste management conducted by the Subulussalam City Government was generally satisfactory but not yet environmentally oriented, as management only involved collection, transportation, and disposal systems without implementing sustainability aspects such as source separation and waste transformation into valuable products.

Given these circumstances, this research aims to analyze employee attitudes and behavior in waste management at the Environmental Agency of Gunungsitoli City, identify critical factors affecting waste management effectiveness, and provide strategic recommendations for improving waste management performance in public sector institutions.

## **METHODOLOGY**

### **Research Approach and Design**

This research employs a qualitative research approach. According to Sugiyono (2018), qualitative research is based on post-positivist philosophy, used to examine natural object conditions where the researcher serves as the key instrument. Data collection techniques are conducted through triangulation (combination), data analysis is inductive/qualitative, and qualitative research results emphasize meaning rather than generalization. The research was conducted at the Environmental Agency of Gunungsitoli City, located at Jalan Laowo Km. 2.5, Dahana Tabaloho Village, Gunungsitoli District, from February to April 2024.

### **Research Variables**

This research focuses on two main variables: employee attitudes and employee behavior. According to Sembiring et al (2024), attitude indicators include compliance and obedience to regulations, honesty, non-discrimination, and initiative in work. Meanwhile, according to Setiawan (2021), employee behavior indicators encompass social relationships, vocational skills, work motivation, and initiative-confidence.

### **Informants and Sampling Technique**

The research employed purposive sampling technique to select informants based on specific criteria. According to Sugiyono (2018), purposive sampling is a sampling technique with certain considerations. The informants consisted of one key informant (Head of the Environmental Agency of Gunungsitoli City) and three supporting informants (Head of PSLB3PK Division, Head of General Affairs and Personnel Sub-division, and Junior Expert Environmental Impact Controller). Selection criteria included employees with civil servant status, active participation in organizational activities, and minimum two years of service relating to organizational commitment.

### **Data Collection Techniques**

Data collection techniques included observation, in-depth interviews, and documentation. According to Sugiyono (2018), observation involves direct data collection in the field regarding symptoms or facts located at research sites. In-depth interviews were conducted using structured interview guidelines covering ten main questions related to employee attitudes and behavior in waste management. Documentation involved collecting secondary data from books, archives, documents, written materials, numbers, and images in the form of reports and information supporting the research.

### **Data Analysis Techniques**

Data analysis employed the Miles and Huberman model as described by Sugiyono (2018), consisting of four stages. First, data collection involved gathering information from various primary and secondary sources through observation, in-

depth interviews, and documentation. Second, data reduction occurred when questions studied contained excessive or less relevant information, requiring researchers to return for additional data collection. Third, data presentation involved organizing processed data in brief, clear, and detailed narrative form. Fourth, conclusion drawing involved understanding processed data and summarizing important points producing brief and clear conclusions.

## **RESULTS AND DISCUSSION**

### **Overview of Research Location**

The Environmental Agency of Gunungsitoli City, located at Jalan Laowo Km. 2.5, Dahana Tabaloho Village, Gunungsitoli District, was established in 2017 based on Gunungsitoli City Regional Regulation Number 8 of 2016 concerning the formation and composition of Gunungsitoli City Regional Regulation with Mayor Regulation Number 47 of 2016 concerning organizational structure and work procedures of Gunungsitoli City Regional Apparatus. The agency's vision is "Gunungsitoli City: Competitive, Comfortable, and Prosperous," supported by five mission statements focusing on excellent human resource development, local resource-based economic strengthening, equitable infrastructure development and environmentally-oriented spatial utilization, improved governance quality and electronic-based public services, and strengthened socio-cultural life that is religious and law-abiding.

### **Informant Characteristics**

This research involved four informants divided into one key informant and three supporting informants. The key informant was Ir. Ignasius Harefa (Head of the Environmental Agency of Gunungsitoli City), while supporting informants included Ir. Analisman Harefa, S.T. (Head of PSLB3PK Division), Nur Iman Zebua, S.Si. (Head of General Affairs and Personnel Sub-division), and Sandi Dwi Yanto, S.T. (Junior Expert Environmental Impact Controller). Researchers conducted in-depth interviews with informants to clarify and strengthen field data.

### **Research Findings**

#### **Compliance and Obedience to Regulations**

Interview results with Ir. Ignasius Harefa as Head of the Environmental Agency revealed strong commitment to ensuring all applicable waste management regulations in Gunungsitoli City are properly implemented. The agency prioritizes regulatory compliance and conducts strict supervision to prevent violations. Through various educational programs and socialization efforts, they continuously work to increase public awareness about proper waste management importance.

Ir. Analisman Harefa, S.T. as Head of PSLB3PK Division stated that in his role, he ensures all staff under his supervision understand and comply with established regulations. They regularly conduct training and evaluations to enhance regulatory compliance and collaborate with various parties to implement sustainable waste management programs. According to Roberts and Susskind (2022) in the Journal of Environmental Policy & Management, in environmental contexts, regulations, supervision, and training are essential to ensure all parties comply with applicable

regulations, including periodic audits, inspections, and educational programs to increase awareness and compliance with environmental regulations.

### **Honesty**

The Head of the Environmental Agency emphasized that promoting honesty begins with himself as a leader, stressing the importance of integrity and exemplary conduct in every action. He also holds regular meetings to discuss work ethics and provides strict sanctions for integrity violations. According to the Organizational Transparency and Integrity report by Transparency International (2020), organizations implementing transparency in their operations tend to have higher levels of trust and honesty among employees, highlighting the importance of transparent reporting systems and information disclosure policies in encouraging ethical behavior.

### **Non-Discrimination**

The Head of the Environmental Agency highly values employee work achievements through several methods: first, ensuring formal recognition of their achievements through award certificates and announcements at agency meetings; second, encouraging positive work atmospheres by providing constructive feedback and motivation to employees; third, providing opportunities for employees to participate in professional training and development to continuously improve their competencies and abilities. According to Syharuddin et al (2020) in a Self Improvement Article, one necessary action in appreciating others' work is giving positive impressions so they feel motivated and have high spirits in performing their best.

### **Work Initiative**

The Environmental Agency has developed programs aimed at reducing waste volume and increasing public awareness about recycling importance. This program allows residents to exchange their inorganic waste for financial incentives, ultimately encouraging active participation in waste management. According to Roberts & Susskind (2022) in the Journal of Sustainable Waste Management Strategies, various tools and initiatives have been implemented in several locations to support sustainable waste management, including providing information and education, cooperation and partnerships, computer science mastery, and waste management awards.

### **Social Relationships**

As Head of the Environmental Agency of Gunungsitoli City, the leader focuses on strengthening cooperation culture and effective communication among employees. According to Kanwil DJKN Banten, methods for improving social relationships among employees include conducting GSP (Galang Sapa Pagi/Morning Greeting Gathering) every two weeks, both offline and online, involving knowledge sharing, games, and other activities to build positive atmospheres and relationships among colleagues.

### **Vocational Skills**

All informants, including Ir. Ignasius Harefa and Ir. Analisman Harefa, S.T., confirmed they execute their core duties and functions properly and honestly. Compliance with standard operating procedures and applicable regulations, along with high dedication and responsibility, constitute principles upheld by every employee in performing their duties. According to Ade Setiadi, ST, M.Si., Expert Associate of Tasikmalaya Regency, State Civil Apparatus have roles as Policy Implementers, Public Servants, and National Unifiers and Binders, requiring internalization and implementation of ASN BERAKHLAK core values comprehensively.

### **Work Motivation**

The Environmental Agency of Gunungsitoli City strives diligently to motivate employees in improving waste management performance through several methods: first, providing periodic training and workshops to enhance employee skills and knowledge about effective waste management; second, providing incentives for employees demonstrating extraordinary performance in executing their duties; third, awarding "Employee of the Month" recognition to those successfully achieving established waste management targets. According to Elielsen A. Lase, Subdistrict Head of Botomuzoi, Nias Regency, in the journal Wagiyono et al (2020), facility support including office infrastructure can motivate employees to perform their work well and reduce work-related complaints.

### **Initiative-Confidence**

To increase confidence in waste management, Environmental Agency employees must be equipped with appropriate and continuous training. Additionally, building effective work systems and mutual support are necessary. Recognition and appreciation for employee efforts are also crucial for motivating them. According to Wirawan (2020), building self-confidence is essential for every employee to reduce inferiority feelings in performing work, especially work related to public service.

### **Waste Management Steps**

Waste management in Gunungsitoli City involves several important stages. The first step is community education about proper waste management importance through campaigns and socialization. Subsequently, waste collection from households and public places is conducted by sanitation officers. Collected waste is then sorted into organic and inorganic waste. Organic waste is processed into compost, while inorganic waste is recycled or disposed of at Final Disposal Sites (TPA). According to Prasetyo (2021), waste represents the primary method easiest to implement, requiring patience to raise community awareness through intensive community approaches regarding how communities are willing to reduce daily waste volume, certainly requiring planning, implementation, control, and evaluation together with communities.

### **Challenges in Waste Management**

Several main challenges were identified in managing waste in Gunungsitoli City. First, minimal community awareness in maintaining environmental cleanliness

and separating organic and inorganic waste. Second, limited facilities and infrastructure such as insufficient numbers of waste transport trucks and inadequate final disposal sites (TPA). According to the Article on Community Constraints and Solutions Regarding Government Waste Management Programs delivered by the Environmental Agency of Semarang City (November 19, 2020), various technical and non-technical constraints are frequently faced by communities, including programs often considered non-governmental programs, various differing community opinions, community attitudes less open to facing changes, and minimal community knowledge about ongoing programs.

### **Employee Attitudes in Waste Management**

Research results indicate that employee attitudes at the Environmental Agency of Gunungsitoli City in waste management are generally very positive, evident from employee performance emphasizing honesty and integrity importance, transparent reporting, and information disclosure policies. The Environmental Agency also establishes strong commitment from leadership and all staff to comply with waste management regulations through strict supervision, educational programs, routine training, and capability to increase employee motivation and competence.

According to Bedi et al (2016), attitude represents comprehensive concept evaluation conducted by individuals. Evaluation can be created by affective and cognitive systems. The influence system automatically produces affective responses including emotions, feelings, moods, and evaluative attitudes constituting immediate and direct responses to specific stimuli. This aligns with research findings showing employees have positive attitudes toward waste management, demonstrated through their commitment to regulations, honesty, appreciation of work results, and initiative in work.

The findings reveal several critical success factors in employee attitudes. First, strong leadership commitment from the agency head in ensuring regulatory compliance creates a culture of discipline and responsibility among all employees. Second, emphasis on integrity and transparency through regular meetings discussing work ethics and strict sanctions for violations establishes clear ethical standards. Third, formal recognition systems through award certificates and public announcements motivate employees to maintain positive attitudes. Fourth, continuous professional development opportunities demonstrate organizational investment in employee growth, reinforcing positive attitudes toward their roles.

However, challenges remain in attitude implementation. Despite positive attitudes at leadership levels, preliminary observations identified gaps in practical implementation, particularly regarding service culture principles (smile, greeting, courtesy) not yet optimally implemented. This suggests a disconnect between espoused values and enacted behaviors, indicating the need for more robust mechanisms to translate positive attitudes into consistent workplace practices.

### **Employee Behavior in Waste Management**

Employee behavior at the Environmental Agency of Gunungsitoli City in waste management demonstrates high performance, evident from employees executing their duties properly and honestly, improving social relationships among employees through work group activities and social activities, providing training and awards,

transparent performance evaluation programs, and motivating employee performance to increase employee confidence.

According to Oktaviandini (2022), employee behavior encompasses all actions, reactions, and decisions made by employees in the workplace, both visible and invisible, affecting organizational outcomes. This definition encompasses the behavioral patterns observed in this research, including task execution, social interactions, participation in training programs, and responses to performance evaluations.

The research identifies several exemplary behavioral practices. First, systematic task execution following standard operating procedures demonstrates professional competence. Second, active participation in collaborative activities indicates strong teamwork orientation. Third, engagement in continuous learning through workshops and training reflects commitment to professional development. Fourth, responsive behavior to performance feedback shows adaptability and willingness to improve.

Nevertheless, behavioral challenges persist. Observations revealed that employee camaraderie remains inadequate in some instances, where minor misunderstandings can affect performance and quality. Several employees rarely exchange ideas, discuss, or share regarding work-related matters, problems, and weaknesses. These conditions occur due to inadequate organizational culture and commitment, and insufficiently harmonious atmospheres among fellow employees, affecting employee performance.

### **Integration of Attitudes and Behavior**

The research demonstrates strong correlation between employee attitudes and behaviors in waste management. Positive attitudes toward regulatory compliance translate into disciplined behavior in following procedures. High regard for honesty manifests in transparent reporting practices. Appreciation for colleague contributions results in collaborative behaviors. Initiative-oriented attitudes lead to proactive problem-solving behaviors.

This alignment between attitudes and behaviors supports Azjen's (1991) Theory of Planned Behavior, which posits that attitudes toward behavior, subjective norms, and perceived behavioral control together shape behavioral intentions and actual behaviors. In this context, employees' positive attitudes toward waste management, combined with supportive organizational norms and adequate resources, facilitate effective waste management behaviors.

However, the research also reveals instances where attitudes do not fully translate into behaviors, particularly in service culture implementation and inter-employee collaboration. This gap suggests the influence of situational factors, organizational constraints, or inadequate support systems that prevent attitude-behavior consistency. Addressing these gaps requires targeted interventions at multiple levels: individual (skills training), interpersonal (team building), and organizational (policy enhancement, resource allocation).

### **Systemic Challenges and Organizational Context**

Beyond individual attitudes and behaviors, the research identifies systemic challenges affecting waste management effectiveness. These include minimal

community awareness, limited infrastructure, absence of clear standard operating procedures, and insufficient inter-agency coordination. These challenges highlight that while employee attitudes and behaviors are crucial, they operate within broader organizational and societal contexts that either enable or constrain their effectiveness.

The lack of clear standard operating procedures particularly undermines employee effectiveness. Despite positive attitudes and motivated behaviors, employees struggle to achieve optimal results without systematic guidelines for waste management processes from collection through sorting to final disposal. This procedural gap creates inconsistencies in service delivery and reduces overall organizational effectiveness.

Infrastructure limitations further constrain employee efforts. Insufficient waste transport trucks and inadequate final disposal sites mean that even highly motivated and skilled employees cannot fully address community waste management needs. This underscores the necessity for comprehensive organizational development addressing both human resource factors (attitudes and behaviors) and material resources (infrastructure and equipment).

Community awareness represents another critical contextual factor. Despite agency efforts in education and socialization, community participation remains suboptimal. This external challenge requires employees to adopt more intensive community engagement strategies, potentially expanding their roles beyond traditional waste management activities to include community mobilization and behavioral change facilitation.

## **CONCLUSION**

This research demonstrates that employee attitudes and behavior at the Environmental Agency of Gunungsitoli City significantly influence waste management effectiveness. Employee attitudes are predominantly positive, characterized by strong commitment to regulatory compliance, emphasis on integrity and transparency, formal recognition systems, and continuous professional development opportunities. These attitudes translate into generally effective behaviors including systematic task execution, active participation in collaborative activities, engagement in continuous learning, and responsiveness to performance feedback. The strong correlation between attitudes and behaviors supports the Theory of Planned Behavior, showing that positive attitudes combined with supportive organizational norms facilitate effective waste management practices. However, critical gaps exist where attitudes do not fully manifest in behaviors, particularly in service culture implementation (smile, greeting, courtesy principles) and inter-employee collaboration, suggesting the influence of situational constraints and inadequate support systems.

Beyond individual factors, systemic challenges significantly impact overall waste management effectiveness, including minimal community awareness of environmental cleanliness, limited infrastructure such as insufficient waste transport trucks and inadequate final disposal sites, absence of clear standard operating procedures covering all waste management processes, and insufficient coordination among relevant stakeholders. These findings emphasize that sustainable waste management requires integrated approaches addressing individual attitudes and

behaviors, organizational systems (infrastructure, procedures, inter-agency coordination), and community engagement simultaneously. Strategic recommendations include strengthening organizational culture implementation through regular training and strict monitoring, developing comprehensive standard operating procedures, prioritizing infrastructure development, intensifying community engagement programs through systematic education and incentive systems, enhancing organizational commitment through career development and fair reward systems, and establishing clear regulations with adequate budget allocation at the municipal level to create enabling conditions for effective waste management serving both community needs and environmental protection goals.

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