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Evaluation of Waste Management Through the Lens of Public Service Management: A Literature-Based Study in Tasikmalaya City

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Abstract

Waste management in Tasikmalaya City still faces serious challenges, especially in urban centers, and has not yet shown optimal effectiveness as part of public services. This problem encompasses the entire management chain, from collection and transportation to final processing. A comprehensive literature study identified significant weaknesses in public service management as the root cause. Although efforts have been made, the results indicate that the existing system has not been able to meet public expectations for a clean and healthy environment. The limited availability of infrastructure is one of the main obstacles to effective waste management. The lack of adequate infrastructure and waste management facilities, such as representative temporary waste disposal sites (TPS), sufficient transport fleets, and modern waste processing technology, significantly hinders the process. Furthermore, weak coordination among related agencies exacerbates the situation, leading to overlapping authorities and a lack of synergy in policy implementation. These factors collectively contribute to the ineffective waste handling in Tasikmalaya City. On the other hand, low public awareness and active participation are also significant impediments. The lack of widespread and continuous socialization regarding the importance of waste sorting at the source, collection schedules, and the negative impact of waste on the environment makes people reluctant to get involved. This is evident from the still prevalent practice of people littering or not sorting their waste, adding to the burden on an already limited management system. Increasing public awareness is key to creating a cleaner environment. To overcome these problems, fundamental reforms in public service management within Tasikmalaya City's waste management sector are urgently needed. This includes strengthening human resource capacity, reinforcing regulations and stricter law enforcement, and more innovative strategies to increase public participation and awareness. With a combination of these efforts, it is hoped that a more sustainable, effective waste management system can be created, capable of providing optimal services to the community, thereby making Tasikmalaya a clean and comfortable city.

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INTRODUCTION

Public service management has emerged as a crucial foundation in modern governance, functioning as both a discipline and a practice that meticulously examines how public sector entities manage their resources. Service management is the process of applying science and art to plan, implement, coordinate, and complete service activities to achieve service objectives (Ratminto, 2018). Moenir (2010) defines public service management as a management process specifically directed at providing services to meet public or individual interests, utilizing appropriate and satisfactory methods for those being served.

The theoretical goal of public service is essentially to satisfy the public (Sinambela, 2016). The aim of public service management is to produce and deliver services that are not only effective and efficient but also uphold the principles of justice and responsiveness to the diverse needs of the community. The essence of this management lies in the continuous effort to ensure that the government, along with all public institutions under its purview, can fulfill its mandate and functions in serving every citizen with the highest standards. The provision of public services is a manifestation of the state's responsibility to meet the fundamental needs and civil rights of its citizens (Engkus, Elviana, Amalia, Sunandang, & Tawainella, 2024).

The spectrum of public service management is broad, encompassing a series of interconnected stages and aspects. It begins with mature strategic planning, followed by the organization of competent human resources and the allocation of appropriate budgets, then the implementation of measurable programs and activities, and finally, the periodic monitoring and evaluation of service performance. The culmination of this entire process is the creation of substantial public value, which refers to the tangible benefits collectively experienced by the community as a positive consequence of services provided by the government and public institutions (Hendra & Fahlevi, 2024).

In relation to public service, the concept of service excellence plays a highly significant role. Service excellence is not merely about meeting the expectations of service recipients; it surpasses them, setting the highest standards in every interaction and service delivery. This means providing services that are not only fast and accurate but also precise in information, friendly in interaction, and responsive to every need and aspiration expressed by the public.

The urgency of implementing service excellence in the public sector cannot be underestimated. High-quality service directly correlates with an increase in public trust in the government and various public institutions. When citizens feel that they have been well-served, a positive cycle is created where they tend to be more compliant with regulations, actively participate in various development programs, and provide greater support for government policies. The quality of public service becomes the main focus of assessment for government bureaucratic performance (Cahyarini, 2021).

Service excellence is not just about building trust; it has a significant impact on public satisfaction levels (Purwanto, 2020). The speed of service can provide satisfaction to the community (Mulatsih, Wahyudi, & Sumantri, 2018). Communities satisfied with the services received will feel valued and cared for by the state. This positive experience contributes to the formation of a good image for public service organizations and ultimately strengthens the legitimacy of power in the eyes of the community. Local governments can no longer hide behind the excuse that 'there is no funding for improving public services' (Rahmadi, 2010). Every government institution must be oriented towards public service (Weningsih, 2014).

Despite efforts to provide optimal public services, various complex challenges arise. One pressing global challenge that requires serious attention is the problem of urban waste. Rapid population growth and increasing consumption patterns have generated an enormous volume of waste in cities worldwide, creating significant pressure on existing waste management systems (Lasaiba & Lasaiba, 2024). Ineffective and unsustainable waste management can trigger a series of negative impacts, ranging from public health problems due to environmental pollution, a decline in urban aesthetic quality that can disrupt quality of life, to economic losses due to disruptions in the tourism

and investment sectors. Furthermore, poorly managed waste is also a major source of greenhouse gas emissions that contribute significantly to global climate change.

The main problems include the increasing quantity and diversity of waste, a public paradigm that does not adequately support management, and the effectiveness of regulations. Developed countries have attempted to overcome this issue, which then inspired the adoption of the 3R concept (Reduce, Reuse, Recycle) into the 3M Principle in Indonesia (Kahfi, 2017). Tasikmalaya City, as one of the centers of economic and social growth in West Java Province, is not exempt from the serious challenges in urban waste management. Although the city government has attempted various initiatives and programs related to waste management, this issue remains a critical problem that has not been optimally resolved and requires more comprehensive handling.

From the perspective of public service management, the complexity of the waste problem in Tasikmalaya City can be analyzed through several fundamental aspects. First, the planning and strategy for waste management implemented are likely not yet comprehensive and fully integrated. This can be indicated by the still limited adequate waste management infrastructure, such as the number and quality of representative temporary waste disposal sites, modern and appropriate waste processing facilities, and an efficient waste transportation system that reaches all urban areas.

Next, the aspect of organization and coordination among various government agencies related to waste management in Tasikmalaya City also needs to be evaluated. Often, there is an overlap of authority and a lack of optimal synergy between the cleansing department, environmental agency, and other agencies that play a role in the overall waste management cycle. This lack of coordination can hinder the effectiveness and efficiency of waste management efforts.

The next aspect is that the level of public participation and awareness in Tasikmalaya City regarding waste management still needs to be significantly improved. Practices such as household waste sorting, efforts to reduce the use of single-use plastics, and awareness to pay waste retribution in accordance with applicable regulations are often not yet an integral part of the daily culture and behavior of most city residents. Then, the importance of law enforcement and supervision against various violations related to waste management in Tasikmalaya City also requires more serious attention. Sanctions

given to individuals or businesses proven to dispose of waste carelessly or not manage their waste properly may not have provided a significant deterrent effect, leading to repeated environmentally damaging practices.

The last aspect is that the utilization of innovation and technology in waste management in Tasikmalaya City has not been maximized. The potential for using technology such as digital-based waste management applications, geographic information systems (GIS) for mapping waste sources, or waste-to-energy processing technologies still needs to be explored and implemented more widely to increase the efficiency and effectiveness of waste management.

The sub-optimal public service management in addressing the waste problem in Tasikmalaya City has broad and detrimental implications for various aspects of community life. The urban environment becomes dirty and unhealthy, the risk of spreading various infectious diseases increases, the city's aesthetics are disturbed, and ultimately, the overall quality of life of citizens significantly declines. The lack of effective and sustainable waste management can also be a serious impediment to sustainable development efforts in Tasikmalaya City. The potential resources contained in waste, which should be recycled or processed into alternative energy sources, are wasted due to an inadequate management system.

To address the waste problem in Tasikmalaya City comprehensively and sustainably, a series of significant improvements in public service management at various levels are needed. The city government needs to formulate a clear, measurable, and realistic strategic waste management plan that involves the active participation of all stakeholders, including the community, the private sector, and civil society organizations. Strengthening institutions and improving coordination among various government agencies related to waste management is crucial. A clear division of tasks and responsibilities, accompanied by effective and structured coordination mechanisms, will increase the efficiency and effectiveness of the entire waste management process, from collection, transportation, processing, to final disposal.

Increasing public participation and awareness plays a very important role. This can be achieved through continuous education and socialization programs, as well as providing attractive incentives for the community to adopt more responsible behavior

towards waste management, such as waste sorting from the source and reducing the use of single-use plastics. Community empowerment through waste management occurs through five stages: enabling, strengthening, protecting, supporting, and maintaining (Putra & Ismaniar, 2020).

The utilization of technology and innovation plays a crucial role in modernizing waste management. Active steps need to be taken to encourage the adoption of technology-based solutions. This includes developing waste processing systems that are not only efficient in operation but also have minimal negative impacts on the environment. Innovations in waste collection, sorting, and transportation methods also need to be considered to improve the overall system's effectiveness. The main priority in modern waste management is the development and implementation of technology that enables the transformation of waste into more valuable resources.

With better and integrated public service management, Tasikmalaya City has great potential to address the waste problem sustainably. This will create a clean and healthy environment for all citizens, improve the overall quality of life, and realize environmentally-conscious urban development. Strong synergy among the government, community, private sector, and various other relevant parties is key to the success in achieving optimal waste management and providing excellent public service in Tasikmalaya City.

LITERATURE REVIEW

Several relevant research findings pertaining to the current study indicate that from the perspective of public service management in waste management, the waste bank model with a cooperative system demonstrates institutional effectiveness in achieving self-sufficiency and self-reliance. However, significant challenges still persist in terms of financing and the need for stronger regulatory support to enhance performance. Active community participation is a crucial pillar, although it needs improvement through the equitable distribution of knowledge and understanding about the waste bank concept. Meanwhile, operational technical aspects have been effective, but location limitations remain a primary obstacle that needs to be addressed in efforts to expand and optimize community-based waste management services (Suryani, 2014).

Public service management in waste management at the Batu City Landfill (TPA), studied based on Hardiansyah's public service quality theory and Rudi Hartoni's waste management, is considered to be quite optimal despite facing several constraints. Supporting factors such as geographical location and employee performance contribute positively, while the main inhibiting factors include land limitations and a lack of communication and socialization from the Environmental Agency to the community. Thus, although the quality of public service in waste management at the TPA has reached a sufficiently good level, improvement efforts need to focus on overcoming these obstacles to enhance the effectiveness and community satisfaction with waste management services (Anggraeni, Ati, & Sekarsari, 2021).

Research findings show that waste management in Pontianak City, despite implementing application-based innovations, still faces challenges in both operational technical and non-technical aspects in realizing fully environmentally sound waste management in accordance with the mandate of Law Number 18 of 2008. Public service management in the context of waste management in this city needs to further optimize the integration between technical aspects such as waste collection, transportation, and processing, and non-technical aspects such as community participation, regulation, and funding, as well as ensuring that the implemented application innovations are truly effective in supporting sustainable and environmentally friendly waste management practices (Qadri, Wahyuni, & Listiyawati, 2020).

Household waste management is a shared responsibility of various parties, including the government, community, businesses, tourism, and academics. The government plays a crucial role in formulating policies, providing infrastructure, and overseeing the implementation of waste management. The level of community participation is influenced by various factors, and effective and sustainable waste management strategies require a combination of methods, with the implementation of 3R (Reduce, Reuse, Recycle) and the Circular Economy concept as potential solutions to minimize waste and create a sustainable system, where the main current utilization focuses on plastic waste recycling (Sutalhis, Nursiwan, & Novaria, 2024).

The seemingly unresolved waste problem effectively indicates challenges in public service management related to waste management in Tasikmalaya City. The

Environmental Agency as the primary responsible institution faces operational constraints such as limited heavy equipment and old and inefficient waste transport trucks. To realize the "Tasik Kota Resik" program, this research highlights the need for the effective and integrated application of public service management functions, including planning, organizing, actuating, and controlling by the DLH. This is expected to have a positive impact on achieving the vision and mission of the waste management program in Tasikmalaya City, overcoming existing problems, and increasing community awareness of environmental cleanliness (Putri, Faozanudin, & Gunarto, 2023).

Public service management in waste management in Dumai City, Riau Province, has not been optimal. Budget limitations directly hinder the provision of adequate facilities and infrastructure, such as proper and sufficient waste transport equipment. Furthermore, inefficiency in human resource management at the Environmental Agency also contributes to the low quality of service. Minimal socialization to the community and low active participation from residents and industrial actors further worsen the situation, hindering the effectiveness of task implementation and comprehensive participation in waste management. Thus, increased budget, improvement of HR management, and strengthening of socialization and community involvement are crucial for realizing effective public service management in addressing waste problems (Saputri, Adnan, & Alhadi, 2019).

Based on various relevant studies, waste management from a public service management perspective faces diverse challenges in different regions. Some studies highlight the potential of cooperative-based waste bank models in achieving self-reliance, although they are constrained by financing and regulatory support. Community participation is recognized as key but needs to be enhanced through equitable education. Meanwhile, operational technical aspects tend to be effective, but location limitations often hinder service expansion.

RESEARCH METHOD

The research method for waste management in Tasikmalaya City, from a Public Service Management perspective, utilizes a literature review. This method is a qualitative approach where the researcher gathers and analyzes various written sources relevant to

the research topic (Cresswell, 2013). These sources can include books, scientific journal articles, research reports, policy documents, and other publications that discuss waste management issues, public service management, and the context of Tasikmalaya City.

The primary goal of this literature review is to gain a deep understanding of key concepts, relevant theories, previous research findings, and to identify any existing knowledge gaps. Thus, the literature review serves as a strong theoretical foundation for understanding the problems and formulating the analysis in this research.

The analytical steps in this literature review will follow a systematic flow. First, relevant keywords such as "Tasikmalaya waste management," "waste public service management," "waste management policy," and "community participation in waste management" will be identified. These keywords will be used to search for relevant information sources through various platforms like scientific databases, digital libraries, and academic search engines. Second, once the sources are collected, the researcher will perform a selection based on established inclusion and exclusion criteria, ensuring that the chosen sources are truly relevant and of high quality.

The final step involves synthesizing and interpreting the collected information. This process includes critically reading each source, identifying main themes, comparing and contrasting different perspectives, and summarizing important findings. The analysis will focus on how public service management principles are applied in waste management in Tasikmalaya City, the existing challenges and opportunities, and potential recommendations for improvement that may emerge from this literature review. The results of this analysis will form the basis for understanding waste management issues in Tasikmalaya City from a public service management perspective, without requiring direct field data collection.

RESULT AND DISCUSSION

Result

General Overview of Waste Management in Tasikmalaya

Tasikmalaya City is one of the largest cities in West Java Province, covering an area of 183.14 km². In 2024, the city's population is estimated to reach 757,815 people, consisting of 384,805 males and 373,010 females. With a population density of

approximately 4,138 people per km², Tasikmalaya exhibits a high level of urbanization, reflecting its role as a rapidly developing economic, educational, and cultural center in the Priangan Timur region (BPS Kota Tasikmalaya, 2025).

Administratively, Tasikmalaya City is divided into 69 urban villages, with 864 Rukun Warga (RW) and 3,630 Rukun Tetangga (RT) playing a vital role in government administration and community services. However, despite this development, the city faces significant environmental challenges, particularly related to domestic waste management. The volume of daily waste continues to increase, from 316.75 tons/day in 2020 to 333.42 tons/day in 2023 (Dinas Lingkungan Hidup Kota Tasikmalaya, 2025).

As a dynamic urban center, Tasikmalaya City is not immune to the complexities of waste management challenges. Exponential population growth and rapid urbanization directly correlate with the increasing volume of waste generated by its residents. Although the Tasikmalaya City Government has shown good faith in improving the waste management system, the reality on the ground is still marked by various significant obstacles. One important issue is the limited waste treatment infrastructure, especially the shrinking capacity of the Ciangir Final Disposal Site (TPA) due to the continuously surging waste volume.

Field research findings reveal the following table 1 regarding waste management equipment and service capacity in Tasikmalaya City, as provided by the Environmental Agency:

Table 1. Urban Waste Service Equipment and Capacity Tasikmalaya City

Category	Equipment	Number (Units)	Condition	Remarks/Impact
Current Waste Fleet	Trucks	26	Half unfit (13 units)	Suboptimal service; 1 vehicle driven by 2 people in shifts (cannot work full time).
	Hydraulic Compactor Trucks	10	Half unfit (5 units)	Suboptimal service; 1 vehicle driven by 2 people in shifts (cannot work full time).
Additional Fleet Requirements	New Waste Fleet	5-6	New	Maximizing waste service coverage, including 10 sub-districts.

Source: Environmental Agency of Tasikmalaya City, 2025.

The Tasikmalaya City Environmental Agency (DLH) currently operates a total of 36 waste fleet units, consisting of 26 trucks and 10 hydraulic compactor trucks. Unfortunately, half of the total fleet (13 trucks and 5 compactors) are in poor condition, resulting in suboptimal waste collection services. The impact of this condition is operational limitations, where one vehicle must be driven alternately by two people, thus unable to work full time. To overcome these limitations and maximize waste service coverage to include all 10 sub-districts, the Tasikmalaya City DLH urgently needs an additional 5-6 new waste fleet units.

Waste management is not merely a technical issue; it is a necessity that demands a solid and effective policy foundation. Clear policies serve as a compass guiding the direction of waste management, ensuring that every stage, from collection to disposal, is well-managed. This regulatory clarity stimulates synergy between the government and the community, enabling collaboration in designing and implementing a sustainable waste management system. Research results show that waste management is hampered by fragmentation and lack of community participation, requiring sustainable governance reform (Hendra & Arisanty, 2025). Furthermore, well-articulated policies can increase public awareness of the importance of responsible waste management.

Policy and Institutional Framework

As a form of commitment from the Tasikmalaya City Government in organizing waste management, Tasikmalaya Mayor Regulation Number 22 of 2019 concerning Household Waste and Household-Similar Waste Management in Tasikmalaya City serves as the legal basis. This policy has a clear vision: to create a clean and healthy environment through an effective and efficient waste management system. This regulation outlines several important points that are the main focus of waste management efforts at the city level.

Several key points emphasized in this regulation include handling waste from its source, which means encouraging waste sorting at the household level. In addition, increasing public awareness about the importance of proper waste management is a priority through various education and socialization programs. Close collaboration between the local government and the community is also emphasized as key to the

success of waste reduction and sorting efforts. One concrete strategy promoted is the implementation of organic and inorganic waste sorting systems at the household level.

Meanwhile, the duties and responsibilities in waste management in Tasikmalaya City lie with the Environmental Agency (DLH). The Tasikmalaya City Environmental Agency (DLH) holds a strategic position as the waste management entity in Tasikmalaya City, comprehensively regulated by several local regulations. Based on Tasikmalaya City Regional Regulation Number 7 of 2016, the DLH was established as one of the regional apparatuses under the Regional Secretary, fully responsible for environmental management throughout the Tasikmalaya City area. This establishment shows the strong commitment of the Tasikmalaya City Government in maintaining and preserving natural resources and the environment. Thus, the DLH becomes the frontline in efforts to maintain environmental cleanliness and health, including in waste management.

The role and responsibilities of the DLH in waste management are further reinforced by Tasikmalaya Mayor Regulation Number 55 of 2020 and Number 85 of 2020. Mayor Regulation Number 55 of 2020 specifically details the organizational structure, main duties, functions, and work procedures of the DLH, including the implementation of environmental policies such as supervision and maintenance of environmental quality. Furthermore, Mayor Regulation Number 85 of 2020 provides detailed duties for each unit within the DLH, including waste management. The existence of these clear task details ensures that each unit in the DLH can work optimally in various aspects of environmental management, including handling waste issues, pollution control, natural resource conservation, and community education, to achieve the goal of sustainable environmental protection and management in Tasikmalaya City.

DISCUSSION

Analysis of Public Service Dimensions

Waste management in Tasikmalaya City, in this study, is viewed from a public service management perspective, focusing on the evaluation of public services in waste management. By utilizing the management service perspective, this research will identify and examine how various aspects of public service quality are manifested in waste management practices. The aspects of service quality that are the focus of the analysis

include: 1) Tangibles, which cover the availability and condition of physical facilities such as waste bins, transport vehicles, and waste processing infrastructure; 2) Reliability, by measuring the consistency and dependability of waste collection and transportation services according to established schedules; 3) Responsiveness, by assessing the speed and willingness of officers in responding to complaints or requests related to waste management from the community; 4) Assurance, which relates to the competence of officers, public trust in the service, and safety in the waste management process; and 5) Empathy, by measuring the level of attention and understanding of officers towards the needs and expectations of the community regarding waste management services. The following are the research findings discussing each of these dimensions.

Tangibles (Physical Evidence)

The tangibles aspect in waste management refers to physical evidence that can be seen and felt by the community, including the availability and condition of facilities such as waste bins, transport vehicles, and waste processing infrastructure. In Tasikmalaya City, as a densely populated city with a significant daily volume of waste, the quality of these tangibles is crucial in supporting service effectiveness. Limited infrastructure and suboptimal fleet conditions are initial indicators of serious challenges in providing adequate services.

The availability of adequate waste bins throughout Tasikmalaya City is one of the main foundations for maintaining environmental cleanliness. With 69 sub-districts, 864 community units (RW), and 3,630 neighborhood units (RT), widespread and easily accessible waste bin coverage is essential. However, there is no specific information regarding the number and condition of public waste bins, making it difficult to measure the extent to which these facilities can accommodate the daily waste volume of 333.42 tons/day. Optimizing the placement and maintenance of waste bins is a strategic initial step in facilitating community participation in disposing of waste properly.

The biggest challenge in the tangibles aspect in Tasikmalaya City is the condition of the waste transport fleet. The Environmental Agency (DLH) of Tasikmalaya City operates a total of 36 fleet units, consisting of 26 trucks and 10 hydraulic trucks. However, the reality is that half of these fleets, namely 13 trucks and 5 hydraulic trucks, are in unfit

condition. This condition directly impacts suboptimal waste collection services, where one vehicle even has to be driven alternately by two people, thus unable to work full-time.

The impact of this half-unfit fleet is significantly felt on operational efficiency. The limited number of roadworthy vehicles hinders service coverage, especially for large areas and dense populations like Tasikmalaya City. With an additional need for 5-6 new waste fleet units to maximize service coverage to all 10 sub-districts, it is clear that these tangibles are a significant obstacle to the local government's efforts to provide optimal and equitable waste management services.

In addition to waste bins and transport vehicles, waste processing infrastructure, especially the capacity of the Ciangir Final Disposal Site (TPA), is also an important issue in the tangibles aspect. With ever-increasing waste volume, from 316.75 tons/day in 2020 to 333.42 tons/day in 2023, TPA Ciangir faces immense pressure. The shrinking capacity of the TPA due to exponential waste volume indicates the limitations of existing processing infrastructure, which is a clear reflection of this tangibles problem.

The condition of physical evidence (tangibles) in waste management in Tasikmalaya City shows a gap between needs and reality. Despite efforts from the local government, limitations and suboptimal conditions of physical facilities, especially the transport fleet and TPA capacity, are major impediments to achieving an effective and efficient waste management system. Significant investment in the repair and addition of physical assets is a must to improve service quality and support environmental sustainability in Tasikmalaya City.

The most evident major obstacle is the limitations and suboptimal condition of waste management infrastructure and facilities. Based on data from the Tasikmalaya City Environmental Agency (DLH), out of a total of 36 waste fleet units, 18 units (13 trucks and 5 hydraulic trucks) are in a semi-unfit condition. This condition directly impacts suboptimal waste collection services, as one vehicle has to be driven alternately by two people, preventing it from working full-time, which aligns with Parasuraman, Zeithaml, and Berry's (1988) opinion in their SERVQUAL model, stating that tangibles (physical evidence) are the first dimension customers look at when assessing service quality. If physical facilities are inadequate, the perception of service quality will decrease.

Besides the fleet, the constantly shrinking capacity of the Ciangir Final Disposal Site (TPA) due to the surge in daily waste volume (from 316.75 tons/day in 2020 to 333.42 tons/day in 2023) poses a major challenge, indicating that even if waste is successfully collected, the final stage of waste management faces a space and capacity crisis. TPA limitations are an important issue requiring long-term solutions, such as the construction of new TPAs, improvement of waste processing technology (e.g., RDF/refuse-derived fuel, incinerators with high emission standards, or recycling facilities), or optimization of existing TPAs with sanitary landfill methods.

Reliability

Reliability in the context of public service refers to the ability to perform the promised service consistently and accurately. In waste management in Tasikmalaya City, reliability is crucial for building public trust in the waste collection and transportation system. Schedule consistency and punctuality in waste collection reflect the level of professionalism and effectiveness of the Environmental Agency (DLH) in meeting public expectations.

One of the main indicators of reliability is adherence to established waste collection schedules. If the community knows that their waste will be collected on specific days and times, they will be more disciplined in disposing of and sorting waste. However, with 18 out of 36 waste fleet units being semi-unfit, there is a high potential for delays or even cancellations of collection schedules. This operational limitation directly threatens service reliability.

The suboptimal fleet condition, where one vehicle is driven alternately by two people and thus unable to work full-time, is clear evidence of a reliability challenge. This means that the frequency of waste collection may not be consistent across all areas of Tasikmalaya City. Certain areas may experience longer waste accumulation due to collection delays, which in turn can lead to unpleasant odors, health problems, and negative public perception.

The daily waste volume, which continues to increase, reaching 333.42 tons/day in 2023, adds pressure to service reliability. Although the DLH has schedules, this increased volume demands greater fleet capacity and prime condition to be able to transport all

waste on time. If capacity is not balanced with volume, services will often be disrupted, causing the community to lose trust in the consistency of the waste management system.

The impact of low reliability is not limited to waste accumulation. Communities that are unsure their waste will be collected on time tend to seek alternative solutions, such as burning waste or disposing of it in illegal locations. This will worsen environmental and health problems, and damage government efforts to create a clean and healthy environment, making investment in the repair and addition of roadworthy fleets very important to improve reliability.

Relevant research findings show that waste management collaboration in Malang is hindered by bureaucratic dominance, fragmentation, and weak participation, requiring a model to build creativity (Gunawan, 2025). Further research shows that Jakarta's waste management is not fully aligned with SDGs due to insufficient infrastructure, public participation, and coordination (Safri, 2024). Subsequent research indicates regulatory fragmentation and coordination challenges in integrated waste management in Batam, recommending improvements to the legal framework for effective collaboration (Rosalya et al., 2025).

In an effort to achieve high reliability in waste management in Tasikmalaya City, the DLH needs to ensure that waste collection schedules are strictly adhered to and that the operating fleet is in prime condition. The needed addition of 5-6 new fleet units is a fundamental step to address this issue, ensuring that waste collection and transportation services can run consistently and reliably across all 10 sub-districts.

Although Tasikmalaya Mayor Regulations No. 55 of 2020 and No. 85 of 2020 have detailed the duties and responsibilities of the DLH, implementation in the field heavily depends on the quality and quantity of human resources. The limitations of the existing fleet may also reflect the limited number of trained and competent drivers or sanitation workers. The assurance dimension of SERVQUAL emphasizes the importance of employee knowledge and courtesy, and their ability to inspire trust. If officers are poorly trained or insufficient, this can reduce public trust in the service.

General research findings indicate that successful waste management heavily relies on institutional capacity, including staff training and development. Without adequate training, officers may not be able to implement efficient waste collection and processing

procedures, let alone educate the community about waste sorting at the source in accordance with Tasikmalaya Mayor Regulation No. 22 of 2019. The government plays an important role in increasing public awareness in waste management, as research results show that the Seangle work program successfully changed community habits in waste management through persuasive communication, triggering active participation, and creating a cleaner environment (Akifah et al., 2024).

Responsiveness

Responsiveness measures the speed and willingness of a service provider to assist customers and deliver timely service. In the context of waste management in Tasikmalaya City, responsiveness refers to how quickly and effectively officers from the Environmental Agency (Dinas Lingkungan Hidup - DLH) respond to public complaints, questions, or requests regarding waste issues, such as waste accumulation, inconsistent schedules, or damaged trash bins.

The existence of an easily accessible and responsive complaint system is a key factor in this aspect. The public needs to feel that their complaints are heard and acted upon seriously. In Tasikmalaya City, with a population of over 750,000 people and an ever-increasing volume of waste, the effectiveness of complaint mechanisms and responses to them significantly determines the level of public satisfaction with waste management services.

Suboptimal fleet conditions and limited operational capacity of the DLH can indirectly affect responsiveness. If waste accumulates due to inadequate or insufficient vehicles, public complaints will increase. The speed of handling these complaints will heavily depend on the availability of resources and the readiness of officers to promptly address the issue, which can be hampered by existing infrastructure conditions.

Field officers, such as garbage truck drivers and sanitation workers, are at the forefront of demonstrating responsiveness. Their willingness to listen to public input, provide clear information, and act quickly to resolve minor issues on-site are important indicators. However, with potentially disrupted operational schedules and high workloads due to limited fleet capacity, maintaining a consistent level of responsiveness can be a challenge.

The impact of low responsiveness can be very detrimental. Communities who feel their complaints are not addressed or are delayed will lose trust in the government and tend to disregard waste management regulations. This can trigger illegal dumping or waste burning practices, exacerbating environmental problems. Therefore, the DLH needs to build effective communication channels and ensure that every complaint is followed up quickly and transparently.

To improve responsiveness in waste management in Tasikmalaya City, there needs to be an increase in operational capacity, training for officers in effective complaint handling, and the development of an integrated and user-friendly complaint system. This will make the public feel valued and assured that the government is fully committed to maintaining environmental cleanliness and health.

Assurance

Assurance in public services encompasses the knowledge and courtesy of employees and their ability to inspire trust and confidence. In the context of waste management in Tasikmalaya City, assurance relates to the competence of Environmental Agency (DLH) officers, public trust in the services provided, and the guarantee of safety at every stage of the waste management process. This aspect builds the foundation of the service's reputation and credibility.

Officer competence is a key element of assurance, which includes their knowledge of correct waste management procedures, their ability to operate equipment safely, and their understanding of relevant regulations. With Tasikmalaya Mayor Regulation Number 22 of 2019 encouraging waste sorting at the source and Regional Regulation Number 7 of 2016 governing the DLH, officers must be equipped with adequate training to effectively implement these policies, including in public education.

Public trust in services is greatly influenced by consistency and transparency. If the community sees that waste is transported regularly, complaints are taken seriously, and facilities are well-managed, trust will increase. However, with a semi-inadequate fleet and shrinking landfill capacity, there may be doubts among the public about the DLH's ability to provide reliable and sustainable services. An overall improvement in service quality will directly correlate with an increase in this trust.

Safety in the waste management process is an important aspect of assurance, for both officers and the community. For officers, this includes the provision of adequate personal protective equipment (PPE) and occupational safety training to reduce the risk of injury. For the public, safety means no health threats from unmanaged waste accumulation or unsafe waste disposal practices. The assurance that waste is handled hygienically and responsibly is essential.

Strong policies, such as Tasikmalaya Mayor Regulation Number 55 of 2020 and Number 85 of 2020, which detail the duties and functions of the DLH, provide a framework for achieving assurance. These policies affirm the government's commitment to sustainable environmental management. However, the success of their implementation depends on the readiness of human resources and adequate infrastructure support to ensure that service and safety standards can be met in the field.

To improve assurance in waste management in Tasikmalaya City, the DLH needs to invest in increasing officer capacity and competence through continuous training, ensuring the availability of safe work equipment, and transparently informing the public about efforts and achievements in waste management. This will build trust, which in turn will motivate active public participation in maintaining environmental cleanliness.

Empathy

Empathy in public service refers to the individualized attention given by service providers to customers. In the context of waste management in Tasikmalaya City, empathy means that officers from the Environmental Agency (DLH) demonstrate an understanding of the unique needs, concerns, and expectations of the community regarding waste issues, and strive to provide responsive and appropriate solutions. This is a very personal dimension and builds positive relationships. Research findings show that individual behavior influences waste management participation in Indonesia, differing from previous studies that prioritized the role of the community (Salsabila et al., 2023).

Officers who possess empathy will be more proactive in listening to public complaints, not just as a procedure, but as an effort to understand the root causes and their impact on citizens' daily lives. With a population density of around 4,138 people per

km² and a high daily volume of waste, communities in Tasikmalaya City likely have diverse needs related to waste services, ranging from collection frequency to the placement of trash bins. Empathetic officers will strive to meet these needs.

One way the DLH can demonstrate empathy is by acknowledging that each area, even each neighborhood unit (Rukun Tetangga - RT), may have different waste management characteristics and challenges. For example, densely populated areas may require more frequent collection, while residential areas may focus more on waste sorting. Empathetic officers will adjust their approach based on specific conditions in the field.

Effective education and socialization, as emphasized in Tasikmalaya Mayor Regulation Number 22 of 2019, are also forms of empathy. By providing clear and easily understandable information about the importance of waste sorting and proper waste disposal methods, the DLH shows that they care about public understanding and participation. This is not just about giving orders, but about empowering the community with the necessary knowledge.

Limited fleet capacity and suboptimal infrastructure conditions can hinder officers from fully demonstrating empathy. Officers who feel burdened by a lack of resources may find it difficult to give individualized attention to the public. Therefore, investment in improving facilities and increasing the number of vehicles not only enhances tangibles and reliability but also enables officers to work more effectively and show greater empathy.

To improve empathy in waste management in Tasikmalaya City, the DLH needs to focus on soft skills training for officers, building strong two-way communication channels with the community, and developing systems that allow service adjustments based on specific community needs. This will make waste management services feel more personal, relevant, and capable of building a strong partnership between the government and the community. Research results indicate that community participation in waste management in Indonesia is concentrated in Java and Bali, and expansion to other regions is needed for equitable distribution (Mangindaan, 2021).

Challenges and Gaps

The primary challenges in waste management in Tasikmalaya City are rooted in limited funding and infrastructure. The scarcity of waste transport fleets and inadequate Final Disposal Sites (TPA) are significant obstacles hindering service effectiveness. Substantial investment is needed to acquire at least 5-6 new fleet units and develop more modern waste processing infrastructure, but this funding is not yet available. Research indicates that the Indonesian Waste Management Law does not fully support a circular economy, necessitating legal reform and behavioral changes for a smart city (Listiningrum et al., 2023).

The impact of these limitations is evident in the "tangibles" dimension of the SERVQUAL model, which emphasizes the importance of adequate physical facilities. The substandard condition of the fleet and the limited TPA capacity directly reduce the perceived quality of service by the community. Research also shows that investment in physical facilities is a prerequisite for effective services, underscoring that this funding issue is the foundation of various other operational problems.

Furthermore, this funding issue indirectly affects other dimensions of service quality. An unsuitable fleet disrupts collection schedules, lowering the "reliability" of services. Slow complaint handling due to limited resources also reduces "responsiveness." Therefore, seeking innovative funding models, such as public-private partnerships (PPP) or grants, is crucial to address the infrastructure deficit and improve overall service quality.

The main gap in waste management in Tasikmalaya City lies in the misalignment between operational needs and resource availability, which significantly impacts the quality of public services. Based on the SERVQUAL model, this gap is most prominent in the "tangibles" dimension due to the physically inadequate fleet and TPA limitations. This results in an inability to provide consistent and responsive services, which are at the core of the "reliability" and "responsiveness" dimensions.

In addition, there is a gap in human resource (HR) capacity building and the utilization of integrated information systems. While staff competency and process security are important for the "assurance" dimension, a lack of continuous training and transparent systems can hinder trust-building. Similarly, without adaptive education

programs and two-way communication, the "empathy" dimension cannot be fully realized, leading to inadequate accommodation of the community's unique needs.

These gaps are exacerbated by a lack of strengthened regulations and consistent law enforcement, as well as limited multi-stakeholder partnerships. Without strong regulations and effective enforcement, community participation and business compliance are difficult to achieve. The still limited involvement of the private sector, communities, and NGOs also represents a gap in creating a comprehensive and sustainable waste management ecosystem, leading to fragmented efforts in improving service quality.

CONCLUSION

Based on an analysis from a Public Service Management perspective, waste management in Tasikmalaya City still faces various challenges that need immediate attention. These include tangible limitations such as inadequate infrastructure, a lack of reliability in waste collection services, suboptimal responsiveness to public complaints, insufficient assurance regarding service quality, and a potential lack of empathy in understanding community needs. These areas collectively highlight critical shortcomings in the current waste management system that demand serious consideration and prompt action.

To enhance the effectiveness of waste management in Tasikmalaya City, several recommendations can be considered. These include increasing infrastructure investment through greater budget allocation for facilities and equipment, developing an integrated information system for real-time monitoring and quicker complaint responses, and improving the reliability of transportation services by optimizing routes and regular fleet maintenance. Furthermore, strengthening socialization and education programs is crucial to boost public awareness and participation, alongside enhancing the capacity and professionalism of staff through training. Regular evaluation and revision of relevant policies, like Mayor Regulation Number 22 of 2019, are also necessary. Lastly, the city should encourage innovation and partnerships with private sectors, academia, and civil society, while also increasing community participation through various engagement mechanisms to foster greater empathy and service relevance.

To address the challenges and gaps in waste management, Tasikmalaya City needs to implement a comprehensive strategy starting with priority infrastructure investment. Procuring a suitable new fleet and increasing TPA capacity, or even developing modern waste processing technology, are fundamental steps. Funding for these investments can be sought through Public-Private Partnership (PPP) models or by applying for grants from the central government or international institutions, to reduce the burden on the regional budget.

Next, human resource capacity building and strengthening information systems must be key focuses. Continuous training for staff, in both technical aspects and soft skills such as communication and complaint handling, will enhance the "assurance" and "empathy" dimensions. Alongside this, the development of an integrated and transparent complaint system, as well as a real-time operational fleet monitoring system, will significantly improve service "reliability" and "responsiveness."

Finally, this strategy must be complemented by community education and empowerment, regulatory strengthening, and multi-stakeholder partnerships. Launching engaging educational campaigns on waste sorting, supported by easily accessible sorting facilities, will foster community participation. Ensuring consistent law enforcement will encourage compliance. Involving the private sector, communities, and NGOs from waste collection to processing will create a more resilient and sustainable ecosystem, leading to a cleaner and healthier environment for Tasikmalaya City.

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