

From Socialization to Participation: Leadership Communication Practices in the Waste Bank Program of the South Tangerang City Environmental Service

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Abstract - Waste management in South Tangerang City faces serious pressure due to limited landfill capacity and low community participation in waste sorting. The waste bank program implemented by the Environmental Agency in partnership with the PERBAS Waste Bank in Kedaung Village is one strategy to reduce waste going to the landfill while empowering the community. This study aims to analyze how leadership communication practices at the institutional and community levels shift residents from passive recipients of socialization to active participants in waste management. A qualitative approach with case studies was used through in-depth interviews, participant observation, and document review. Data were analyzed using the stages of reduction, display, and conclusion. The results show that leadership communication combines the framing of the landfill crisis, narratives of economic and environmental benefits, role models, intensive interpersonal communication, and the innovation of thematic savings schemes close to household needs. These practices form a transformation stage from informative socialization, participatory socialization, collective participation, to co-creation and social entrepreneurship. These findings confirm that the success and sustainability of waste bank programs are determined not only by technical and regulatory aspects, but also by the design of dialogic, adaptive, and multi-layered leadership communication between institutional and community leaders.

Keywords

Community leadership
Community participation
Environmental leadership
Leadership communication
Waste bank

Abstrak - Pengelolaan sampah di Kota Tangerang Selatan menghadapi tekanan serius akibat keterbatasan kapasitas TPA dan rendahnya partisipasi warga dalam pemilahan sampah rumah tangga. Program bank sampah yang dijalankan Dinas Lingkungan Hidup melalui kemitraan dengan Bank Sampah PERBAS di Kelurahan Kedaung menjadi salah satu strategi untuk mengurangi sampah ke TPA sekaligus memberdayakan masyarakat. Penelitian ini bertujuan menganalisis praktik komunikasi kepemimpinan pada tingkat instansional dan komunitas menggeser warga dari penerima sosialisasi pasif menjadi partisipan aktif dalam pengelolaan sampah. Pendekatan kualitatif dengan studi kasus digunakan melalui wawancara mendalam, observasi partisipan, dan telaah dokumen. Data dianalisis dengan tahapan reduksi, display, dan penarikan kesimpulan. Hasil penelitian menunjukkan bahwa komunikasi kepemimpinan memadukan pembingkai krisis TPA, narasi manfaat ekonomi dan lingkungan, keteladanan, komunikasi interpersonal intensif, serta inovasi skema tabungan tematik

yang dekat dengan kebutuhan rumah tangga. Praktik ini membentuk tahapan transformasi dari sosialisasi informatif, sosialisasi partisipatif, partisipasi kolektif, hingga co-creation dan kewirausahaan sosial. Temuan tersebut menegaskan bahwa keberhasilan dan keberlanjutan program bank sampah tidak hanya ditentukan oleh aspek teknis dan regulasi, melainkan juga oleh desain komunikasi kepemimpinan yang dialogis, adaptif, dan berlapis antara pemimpin instansional dan pemimpin komunitas. Studi ini memberikan implikasi praktis bagi replikasi program sejenis di kawasan urban lain di Indonesia.

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INTRODUCTION

Municipal waste management has become one of the most pressing governance challenges in rapidly urbanizing cities, especially in middle-income countries (Zohoori & Ghani, 2017; Pariatamby et al., 2019; Sidharta et al., 2021; Banda et al., 2021; Zhang et al., 2024). Inadequate waste management contributes to flooding, pollution, public health problems, and greenhouse gas emissions, while also signaling weak institutional capacity and limited citizen involvement in environmental governance (Abubakar et al., 2022; Mahajan, 2023; Hossain et al., 2024; Kitole et al., 2024). Recent studies show that the effectiveness of municipal waste management systems increasingly depends on community-based initiatives that complement formal waste collection services and promote the principles of reduce, reuse, and recycle (Budiyarto et al., 2025).

In Indonesia, the challenges are particularly serious. Urban expansion and changing consumption patterns have driven waste production to increase faster than infrastructure and institutional capacity can keep up (Rustiadi et al., 2021; Mulyo et al., 2022; Wikurendra et al., 2024). National regulations mandate waste reduction at source and emphasize community participation, but implementation is uneven and often hampered by budget constraints, technical capacity, and low public awareness. South Tangerang City illustrates these tensions vividly. The Cipeucang landfill has repeatedly exceeded its capacity, with open dumping and landslides causing river pollution and acrid odors affecting nearby residents, prompting the need for alternative approaches that do not rely solely on landfill (Salsabila et al., 2024).

One approach to waste management, especially household waste, is the development of a waste bank program, which organizes residents to sort, collect, and store recyclable materials which are then sold, with the proceeds recorded as savings or other incentives (Arlena et al., 2023). Waste banks are increasingly recognized as a hybrid socio technical innovation that combines environmental education, economic incentives, and social organization (Darsono et al., 2023; Kurnia et al., 2024; Azzahra et al., 2025; Marciano & Sciallo, 2025). In addition, waste banks can also increase the effectiveness of urban waste management, especially when waste banks are formally integrated into the local waste policy framework (Budiyarto et al., 2025). Empirical studies link waste bank participation to higher rates of household waste sorting, improved local hygiene, and modest income gains for low-income households, although program sustainability remains sensitive to market prices, organizational capacity, and local government support (Amri & Adifa, 2022).

In various regions in Indonesia, waste banks are developing rapidly when integrated with a broader community based waste management system and can strategically reduce the burden on landfills and operational costs (Shahreza et al., 2020; Rachman et al., 2021; Atika Sari et al., 2023; Mukhtar et al., 2024). In addition, community participation, non-formal education, infrastructure provision, and institutional incentives can increase community awareness and participation in waste management (Asihna et al., 2025). Waste banks also serve as an arena for empowering households, often led by women, to gain new roles as environmental actors, and collective organizations support social learning around waste and environmental norms (Andriyani & Yuningsi, 2022; Rokis et al., 2022; Febrina et al., 2025).

At the same time, a growing body of research underscores the important role of leadership, especially green leadership or environmental leadership, in encouraging pro-environmental behavior (Khotob et al., 2024; Aycan et al., 2025). Cross-sector studies show that environmental transformational leadership or green leadership can improve employees' environmental performance and green behavior through mechanisms such

as green self-efficacy, empowerment, and green human resource management (Omarova & Jo, 2022; Qasim et al., 2024; Ernawati et al., 2025). Responsible and empowering environmental leadership has also been shown to influence pro-environmental behavior among employees in construction, education, and public institutions, suggesting that leadership style and credibility are key levers for building a sustainable organizational culture (Suleiman et al., 2025).

In the broader leadership literature, communication is not simply a supporting function, but a constitutive dimension of leadership itself (Sidharta et al., 2024). Leadership communication is the way leaders frame issues, provide meaning, and build dialogue to influence followers' understanding, trust, and willingness to engage in the change process (Frølich et al., 2025; Sidharta, 2025). In the environmental context, leadership communication supports the construction of meaning about environmental risks and responsibilities, enabling local leaders to translate abstract sustainability agendas into concrete, context-specific narratives and action frameworks. A recent study in Tangerang City demonstrated how environmental leaders used leadership communication practices to safeguard environmental security, highlighting the importance of narrative construction, role modeling, and responsive feedback in local environmental governance (Lestari et al., 2025). Leadership communication through consistent two-way communication regarding environmental goals, practices, and expectations is needed to instill green values into daily work routines and to motivate pro-environmental behavior that is based on culture, local wisdom, and participatory channels can strengthen pro-environmental involvement and norms in the community (Octaviani et al., 2024; Weder & Stranzl, 2025).

Despite this progress, significant empirical and conceptual gaps remain between waste bank governance and leadership communication. Many studies on waste banks in Indonesia focus on participation levels, socio-economic benefits, or program sustainability, with little discussion of how leaders from local governments and community organizations communicate their vision, build trust, and orchestrate collaborative action across stakeholders. Conversely, the vast literature on environmental and green leadership tends to examine formal organizations, rather than joint public-community programs like waste banks, and rarely addresses the specific communication practices used to move citizens from passive awareness to active participation in waste separation and recycling.

In the specific context of the South Tangerang City Environmental Agency's Waste Bank Program, this gap is particularly pronounced. The program operates in a city facing significant landfill pressures and ambitious policy targets, and involves a complex configuration of actors ranging from city officials and waste bank coordinators to community leaders and residents who save. Previous research has mapped stakeholder communication in the urban waste bank movement, but has not systematically analyzed leadership communication as a set of practices that guide the shift from one-way socialization such as information campaigns, technical briefings to dialogic participation. Against this background, this study seeks to fill this gap by examining how leadership communication is carried out, how it is perceived by stakeholders, and how leadership communication contributes to fostering sustainable community participation in urban waste management.

RESEARCH METHODS

This research uses a qualitative approach with a case study type. The qualitative approach was chosen because the research goal was to deeply understand leadership communication practices in the Waste Bank Program as a social process, rather than to measure variables quantitatively (Creswell, 2018). Case studies allow researchers to intensively examine leadership dynamics and communication patterns in a specific context (Yin, 2018), namely the Waste Bank Association (PERBAS) which is a partner of the Tangerang City Environment and Sanitation Agency (DLHK). The research location is in Pamulang District, Kedaung Village, RT 05 RW 01, South Tangerang City, which is one of the areas actively developing waste management based on waste banks. The location was selected purposively with the following considerations: (1) there is an existing Waste Bank institution, (2) there is intense interaction between PERBAS management, the community, and DLHK, and (3) this location is part of the effort to reduce waste to the landfill facilitated by the local government. The research was conducted for three months, from June to September 2025, so that researchers have sufficient time to conduct repeated observations and data in-depth analysis.

The research subjects were the Waste Bank Association (PERBAS), an institutional entity that manages waste bank activities and serves as a practical space for leadership communication. Key informants were selected purposively: Kamalia Purbani, Head of the Environment and Sanitation Agency, and Desna Gera Andika, Head of the Waste Management Technical Implementation Unit (UPTD) of South Tangerang City. Both were selected because of their strategic positions in policy formulation and technical management of the waste bank program. Additionally, additional informants from PERBAS administrators were interviewed using a snowball technique to broaden perspectives.

Data collection techniques included: (1) in-depth interviews with key informants and PERBAS administrators to explore leadership communication narratives, strategies, and experiences; (2) moderate participant observation of routine waste bank activities, such as weighing, outreach, and administrator meetings, to directly observe communication practices; and (3) a documentary study of regulations, guidelines, outreach materials, meeting minutes, and media content related to the waste bank program. Data were analyzed using the Miles, Huberman, and Saldana model, which includes three stages: (1) data reduction by sorting and grouping information according to the focus of leadership communication; (2) data presentation in the form of a theme matrix, key quotes, and actor relationship maps; and (3) drawing and verifying conclusions through repeated reading, pattern searching, and testing for consistency of meaning. Data validity was maintained through source triangulation (comparing statements from DLHK officials, PERBAS administrators, and residents), technical triangulation (interviews, observations, documentation), and member checking with key informants to confirm temporary findings. Extending the researcher's presence in the field for three months also helped strengthen the validity and depth of interpretation.

RESULTS AND DISCUSSION

Research shows that the waste bank in Kedaung Village, Pamulang District, South Tangerang City, is designed to reduce the amount of waste disposed of through a "waste savings" mechanism that still has economic value. These savings are then converted into rupiah, similar to a bank account, with deposits, withdrawals, and savings. This program not only aims to reduce waste going to the landfill but also aims to create a healthy, clean, green, and beautiful environment, change community behavior, educate people about environmental awareness and organizational skills, increase creativity, and provide economic benefits for waste generators. At the city level, 2024 data shows that the waste bank network was able to reduce waste by an average of 3.02 tons per day, with a total of 476 active waste banks at the end of the year. PERBAS in Kedaung is positioned as one of the nodes contributing to this achievement, serving as a coordination forum for waste bank administrators, a collection point for inorganic waste, and a social learning space for waste sorting and savings.

PERBAS not only manages waste "buying and selling" transactions, but also organizes educational processes, sorting, weighing, recording savings, and coordinating with collectors and UPTD (Recycling Implementation Units). Therefore, PERBAS can be seen as an intermediary between formal government structures and the practices of residents in the neighborhood (RT/RW). All PERBAS activities are structured within the framework of the 5M Movement socialized by the Environment and Forestry Agency (DLHK): reduce, sort, utilize, recycle, and save waste. First, Reduce is directed at changing consumption behavior: administrators emphasize the importance of avoiding single-use plastics and choosing more durable products. This message is often inserted into informal conversations and routine meetings. Second, Segregate emphasizes the discipline of separating organic and inorganic waste at home, encouraging residents to prepare special bags or sacks for paper, plastic, and metal. Third, Reuse encourages residents to reuse containers or shopping bags, for example, glass bottles and cloth bags. Fourth, Recycle is implemented through training in handicrafts from waste, such as bags made from coffee packaging or plant pots from used bottles. Finally, saving waste is the culmination of the series, when the sorted inorganic waste is deposited into PERBAS and converted into rupiah balances in a savings account. The Head of the Waste Management Technical Implementation Unit (UPTD) emphasized the importance of the 5M principle as the program's primary communication framework.

"We hold regular meetings with PERBAS administrators and waste bank customers to re-socialize the 5M principle and ensure residents understand the waste management process from home to the

waste bank. We always explain to residents that the waste bank isn't just about money. There are five steps we call the 5M: reduce, sort, utilize, recycle, and save waste. Once residents understand the sequence, they no longer view waste as a burden, but as something with a management process and value" (Informant, Head of UPTD).

This statement illustrates how leadership communication is utilized to frame waste banks as a structured learning process, not simply a waste buying and selling mechanism. Through repeated explanations of the 5M sequence, the Head of the UPTD helps residents sense waste as a resource with economic, social, and ecological value, while also reinforcing the role of regular meetings as a space for knowledge production and the formation of new norms in waste management. This finding aligns with literature that views waste banks as a socio-technical innovation that combines environmental education, economic incentives, and social organizing (Budiyarto et al., 2025; Darsono et al., 2023; Kurnia et al., 2024; Marciano & Sciallo, 2025).



Figure 1. Socialization of 5M waste management

At PERBAS, this concept is translated into practice by emphasizing the dual benefits of helping address waste issues and increasing family income, while simultaneously encouraging residents' entrepreneurial spirit in waste management. Leadership communication, carried out by the Head of the Environment and Forestry Department (DLHK) and the Head of the Waste Management Technical Implementation Unit (UPTD), frames the waste bank as part of a systemic solution, not a one-time project.

"If we only come with figures on waste tonnage, it's difficult for residents to connect. So we often start with a story: how Cipeucang once collapsed, how the smell of waste permeated their neighborhood. Then we encourage them to imagine that some of that waste never reaches the landfill because it ends up in the waste bank. That's when the waste bank makes sense as a collective movement, not just a government program" (Informant, Head of DLHK).

This statement illustrates how leaders use framing strategies and narratives of everyday experiences to build public understanding, translating the landfill crisis and waste problem from abstract perspectives into both immediate threats and opportunities for collective action. Rather than emphasizing technocratic data, the Head of the Environment and Forestry Department (DLHK) chose an emotional and imaginative communicative approach: connecting residents' memories of the Cipeucang collapse and the smell of garbage with alternative images of when the waste "stops" at the waste bank. In this way, the waste bank is positioned as a collective

movement relevant to everyday life and opens up a space for more sustainable participation. In the initial stages, communication patterns were predominantly socialization, technical explanations of the sorting mechanism, the types of waste accepted, and descriptions of the economic and environmental benefits. This aligns with the findings of Shahreza et al. (2020) regarding convergence communication patterns that began with government initiatives as the primary guide for waste bank discourse.

However, this study found that the Head of the DLHK and the Head of the Technical Implementation Unit (UPTD) gradually shifted their communication style from simply conveying information to framing a vision and opening up a space for dialogue. For example, after the presentation, the two set aside time for questions and answers, inviting community representatives to share their concerns, and responding to each one in easy-to-understand language. Desna explained:

"In Kedaung, many women are worried about the hassle of washing bottles and sorting waste. We don't immediately lecture them. We ask them, 'When do they usually wash the dishes?' From there, a shared solution emerged: wash the bottles and plastic cups while washing the dishes. So the idea came from them; we just facilitated it." (Informant, Head of UPTD).

This practice reflects leadership communication as a process of fostering understanding: leaders help residents formulate new meanings for everyday practices, so that waste sorting is not perceived as an additional burden, but as a minor adjustment to household routines. This finding reinforces the arguments of Sidharta (2024; 2025) and Lestari et al. (2025) that effective leadership communication in the context of public policy is dialogic, flexible, and sensitive to how residents interpret the situation; it does not simply convey technocratic instructions.

While the DLHK and UPTD serve as strategic leaders at the city level, PERBAS administrators serve as operational leaders, translating policy vision into daily practice. Observations of the management meetings showed that the PERBAS chairperson didn't simply repeat the DLHK's message, but adapted the language, examples, and delivery methods to suit the social realities of RT 05 RW 01, which is dominated by housewives and informal workers. According to the PERBAS deputy chairperson, the task of the community-level management is to "ground" the city's policy discourse in stories that resonate with residents' experiences and are easily connected to their needs.

"During the DLHK outreach, they talked about Cipeucang and the importance of city data. But to the residents here, we usually say something like this: if there's less trash in our alley, there'll be no more smell and flies, and the children will be healthier. Then we show them the mothers' savings, which can now be used to buy school uniforms. So we combine environmental benefits with immediate economic benefits" (Informant, PERBAS deputy chairperson).

In this way, PERBAS administrators position themselves as a bridge connecting the macro narrative about the urban waste crisis with micro incentives directly felt by families, so that the program's message doesn't just serve as information but becomes a concrete incentive to participate. Leadership communication at PERBAS is evident in several key practices. First, exemplary behavior: administrators consistently bring neatly sorted waste, demonstrate a transparent weighing process, and explain the selling price of each type of waste. This is crucial for building trust that savings are truly being managed well. Second, intensive interpersonal communication: administrators regularly remind residents of weighing schedules through WhatsApp groups, visit the homes of residents who haven't saved for a while, and engage in informal conversations.

"We deliberately prepare neat, easy-to-read savings books. Every time a resident comes, we read back their balance, sometimes jokingly saying, 'Ma'am, your balance is enough to buy rice now.' Small interactions like this make residents feel cared for and reassure them that their savings are real, not just numbers on paper." (Informant, PERBAS deputy chairperson).

This statement illustrates that leadership communication at PERBAS operates not only at the structural and procedural levels, but also at the relational and affective levels. Through transparent administrative practices, warm language, and lighthearted humor, administrators build trust, a sense of appreciation, and an emotional connection with residents. Micro-interactions, such as reading out savings balances and linking them to daily needs, create a social space that recognizes residents' hard work and concretely embodies the economic benefits of their participation.

Third, PERBAS utilizes innovative thematic savings schemes for Eid al-Fitr, Education, Regular, and Social as a communication strategy that connects savings practices with residents' social and emotional goals. Eid savings are linked to Eid al-Fitr consumption needs, Education savings are linked to the purchase of school supplies, and Social savings are linked to donations for social institutions or disaster relief. Thus, the communication message is not simply "sell trash and earn money," but rather "trash can be a way to send children to school, help neighbors in need, and share during the holidays." This communication practice aligns with studies of women's empowerment in waste banks, which show that community leaders often rely on moral, emotional, and religious narratives to expand the meaning of waste management from a purely technical matter to an integral part of residents' social and spiritual identities (Andriyani & Yuningsi, 2022; Rokis et al., 2022; Febrina et al., 2025). In PERBAS, administrators act as local "eco-heroines" who rearticulate waste banks as practices of family care and social solidarity.

Based on research findings, the shift from socialization to participation in the Waste Bank Program in Kedaung can be understood as four interconnected stages. Although not formally stated by the actors, this sequence emerges from narrative patterns, activity chronologies, and changing levels of community involvement. First, the informative socialization stage. In the initial phase, the Environment and Forestry Agency (DLHK) and the Technical Implementation Unit (UPTD) held socialization meetings using PowerPoint presentations as the primary medium to explain the definition, objectives, benefits, and mechanisms of the waste bank. Residents largely acted as listeners. The information emphasized focused on the obligation to sort waste, a list of waste that could be saved, the 5M principles, standards for sorting clean and dry waste, and weighing procedures.

Second, the participatory socialization stage. Over time, meetings began to include question-and-answer sessions, small group discussions, and sorting simulations. Kamalia explained that they often divided residents into groups to separate waste samples brought into the room and then discussed any challenges that arose. During this stage, leadership communication began to shift from monologue to dialogue, such as when residents proposed adjustments to the weighing schedule to avoid conflicts with work or school hours. Third, the collective participation stage. After several months, PERBAS reported an increase in the number of members actively saving. Leadership communication practices here were evident in the form of positive reinforcement and public recognition that motivated continued participation. The management also invited senior members to share their experiences with new members, thus establishing a pattern of mutually reinforcing horizontal communication between members. Fourth, the co-creation and social entrepreneurship stage. At this stage, some PERBAS members began developing derivative activities such as handicrafts from waste, such as bags made from plastic packaging and plant pots made from used bottles, which were then sold at the village bazaar. Leadership communication at this stage was no longer simply encouraging residents to save, but also inviting them to become partners in designing small business ideas based on recycling.

This series of stages demonstrates that the shift from socialization to participation is not an instant leap, but rather the result of an iterative, adaptive, and layered leadership communication process. Program leaders combined narratives of the landfill pressure crisis and environmental issues, narratives of savings opportunities, entrepreneurship, and narratives of the values of family care and social solidarity. This finding is consistent with the literature on green environmental leadership which states that leaders who successfully encourage pro-environmental behavior do not only rely on formal instructions, but also build a green psychological climate through inspirational and empowering communication (Omarova & Jo, 2022; Qasim et al., 2024; Aycan et al., 2025; Ernawati et al., 2025).

However, research findings also show that Waste Bank activities were temporarily halted during the pandemic due to restrictions on gatherings and concerns about transmission. According to the Environment and Forestry Agency (DLHK), the priority at that time shifted to medical waste management and adjustments

to routine operations. Health concerns and economic pressures made waste sorting no longer a priority. After restrictions were eased, the PERBAS management attempted to reactivate Waste Bank activities. Overall, efforts to reactivate waste bank activities post-pandemic in Kedaung demonstrate that program sustainability is largely determined by a combination of structural support and quality leadership communication.

The DLHK adjusted its focus from prioritizing medical waste management to reinforcing the waste bank program. Meanwhile, the PERBAS management took the initiative to rebuild community commitment through door-to-door visits, regular small-scale meetings, and restructuring task allocations and profit-sharing mechanisms at the management level. This process demonstrates that the vacuum is not solely addressed through administrative instructions, but through open dialogue, clarification of role expectations, and reaffirmation of the collective goals of the 5M movement. Thus, the post-pandemic phase is a crucial moment in which leadership communication serves as a means of organizational recovery and reaffirms the waste bank's identity as a joint movement between residents and the city government in sustainable waste management.

Based on the results and discussion, the relationship between the structural context and leadership roles in waste bank program management in Kedaung Village, Pamulang District, South Tangerang City, can be synthesized into a conceptual model. The model in Figure 1 summarizes how the landfill capacity crisis and waste reduction policies are translated through leadership communication practices, encouraging residents to shift from being recipients of information to becoming more independent participants in the waste bank program.



Figure 1. Leadership communication model in waste bank management in Kedaung Subdistrict

The model in Figure 1 places the structural context of the landfill capacity crisis and the policy of reducing waste to landfills at the top as the triggering factors for the need for change. From this context, arrows flow to two boxes: institutional leadership of the Environment and Forestry Agency (DLHK), the Waste Management Technical Implementation Unit (UPTD), and the leadership of the waste bank/PERBAS community, which are interconnected to emphasize ongoing coordination and negotiation between the policy and grassroots levels. Both lead to the leadership communication practices box in the center, which represents key mechanisms such as crisis framing, environmental economic benefit narratives, role models, interpersonal communication, and the development of thematic savings schemes. From these communication practices, arrows lead to a series of

boxes on the socialization of participation stage, depicting the gradual transformation from informative socialization, participatory socialization, collective participation, to co-creation and social entrepreneurship. At the bottom, the model concludes with a program outcomes box that marks the achievement of more sustainable community participation, reduced waste entering the landfill, and strengthened economic empowerment and more participatory waste management.

CONCLUSION

This study concludes that the success of the South Tangerang City Environmental Agency's Waste Bank Program, particularly in Kedaung Village, is largely determined by the quality of leadership communication that bridges the structural context of the landfill crisis and waste reduction policies with residents' daily practices. The waste bank functions not only as a technical mechanism for "buying and selling" waste, but also as a social space where residents learn to interpret waste as an economic, ecological, and social resource through the 5M Movement framework. Within this space, the leadership of the Environment and Forestry Agency (DLHK), the Technical Implementation Unit (UPTD), and the PERBAS (Regional Living Space Agency) administrators work in a complementary manner. City-level leaders frame the program as a systemic solution to landfill pressures, while community leaders "ground" this vision in language, stories, and incentives that resonate with the experiences of households in the neighborhood units (RT/RW). The research findings indicate that leadership communication is carried out through a series of key practices, including framing the landfill crisis and collective responsibility, narratives of economic and environmental benefits, role models, intensive interpersonal communication, and innovative thematic savings schemes. These practices enable residents to sense-make the waste issue, shifting the perception of waste from a burden to an opportunity for savings, entrepreneurship, and social solidarity. The shift from socialization to participation occurs gradually through four phases: informative socialization, participatory socialization, collective participation, and co-creation and social entrepreneurship. This series of stages demonstrates that sustained citizen participation is not the result of a one-off campaign, but rather the fruit of a dialogic, adaptive, and iterative leadership communication process between institutional and community leaders.

This study also confirms that the sustainability of the waste bank program relies heavily on a combination of structural support and leadership communication, as evident during the post-pandemic hiatus and reactivation phases. The adjustment of the Environment and Forestry Agency's focus, the initiative of the PERBAS management to rebuild community commitment, and the reaffirmation of collective goals through direct dialogue were key factors in revitalizing the program. Theoretically, this study enriches the study of green leadership and waste governance by demonstrating how leadership communication in a hybrid community-government program can orchestrate a shift from passive awareness to active participation. Practically, these findings suggest that replication of the waste bank program in other regions requires attention not only to technical and regulatory aspects, but also to designing leadership communication that connects narratives of crisis and opportunity with the concrete needs, values, and social identities of local residents. Further research could develop a comparative or longitudinal approach to examine patterns of leadership communication stages in the context of waste banks and other similar environmental initiatives.

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