



Bargaining Power in Waste Bank's Governance for the Realization of Sustainability: Lessons from Cahaya Barokah Waste Bank

Karenina Aswinda^{1*}, Anisa Kusumawardani², Fibriyani Nur Khairin³

^{1,2,3}Mulawarman University, Jl. Kuaro, Samarinda, Indonesia

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Correspondence:

[*karenina.aswinda@gmail.com](mailto:karenina.aswinda@gmail.com)

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Abstract

Purpose: The purpose of this study is to analyze the governance of waste banks and how it contributes to their sustainability.

Method: A qualitative case study approach is employed, utilizing interviews, observations, and documentation to gather relevant data.

Findings: The study uncovers a unique element in the governance of waste banks: the creation of bargaining power through social capital. Unlike conventional waste management models, the Cahaya Barokah Waste Bank sustains its operations not only via financial strategies but also by leveraging the influential positions of its management within the community. This social capital facilitates public participation, reduces operational costs, and secures financial support. Moreover, the involvement of individuals with strong governmental connections enhances institutional recognition and promotes policy alignment. These factors distinguish Cahaya Barokah from other waste banks that face sustainability challenges. The findings emphasize the significant role governance dynamics play in ensuring the longevity and viability of waste banks.

Originality/Value: This research introduces a novel perspective on waste bank governance by highlighting how social capital and bargaining power contribute to sustainability. It provides key insights for the development of waste banks, stressing the importance of leadership influence, stakeholder engagement, and strategic governance positioning.

Keywords: Governance, Management System, Policy, Power Position, Waste Bank Contribution

Paper Type: Research Paper

1. Introduction

Indonesia is the 5th largest waste producing country in the world according to the World Bank report. The Ministry of Environment & Forestry noted that waste generation in Indonesia had increased by almost 10 million tons of waste in 2022 compared to the previous year. Even though in 2023 waste generation in Indonesia had decreased, waste is still a problem. The increase in population creates the potential for waste generation to continue to increase over time because humans always produce waste from their activities. The impact of the large amount of waste in Indonesia is felt, especially during the rainy season. Garbage causes blockages in water flow, causing flooding. Piles of rubbish are also the main source of methane emissions when organic waste rots in rubbish dumps (Utami et al., 2023) besides that, if rubbish is destroyed by burning it will produce greenhouse gas emissions such as CO₂ and nitrogen oxides (NO_x)

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(Wahyudi, 2019). This indicates the need for sustainable waste management. The many negative impacts of this waste require the existence of a waste bank in realizing a sustainability strategy whose activities are sorting and collecting waste that can be recycled and/or reused which has economic value.

One of the roles of waste banks in the environment is to reduce greenhouse gas emissions (Ahsanti et al., 2022). This organization also supports the government's program, namely Net Zero Emission, which is targeted to be achieved by 2060. The government realizes that energy drives the economy and therefore, the energy transition must focus on reducing carbon intensity. For this reason, the existence of a waste bank greatly contributes to this program. The waste bank together with the community and parties involved collaborate in waste management. The role and contribution of waste banks to the environment and their economic potential should be a business opportunity that is expected to continue and provide sustainability from an economic, social and environmental perspective.

There has been proven evidence that a number of waste banks in Indonesia have become dormant. According to [Bangkapos.com](#), in South Bangka there are only 7 active waste banks out of a total of 19 waste banks while the rest are dormant. Another report from [TribunKaltim.com](#) of a total of 58 waste banks in Kutai Kartanegara, The Ministry of Environment & Forestry stated that the majority of waste banks are suspended. Not only that, quoted from the *Jogja Daily* in Yogyakarta, there are 565 registered waste banks, but 180 of them have been declared dead or just have names without any organizational activity. Factors causing the inability of waste banks to survive in the cases above include the lack of social capital possessed by waste banks considering that the waste management system will be effective if it is based on social capital (Syahli & Sekarningrum, 2017).

One of the waste banks in Samarinda City that has existed for seven years and managed to survive during the pandemic is the Cahaya Barokah Environmentally Friendly Waste Bank. This waste bank is located in Sindang Sari Village, RT 09, Sambutan District, Samarinda City. The Sindang Sari sub-district where this waste bank is located is also the sub-district that was selected to become a National Climate Sustainable Village in 2022, one of the assessment indicators according to the Republic of Indonesia Minister of Environment Regulation Number 19 of 2012 Article 3 is the existence of waste management activities in the area. The critical role of social capital in the sustainability of waste bank programs is an issue that has garnered significant attention, as it directly impacts their effectiveness and longevity. Social capital, as conceptualized by Bourdieu, refers to the networks, trust, and shared norms within a community that enable collective action and facilitate resource mobilization. In the context of waste banks, social capital has been shown to play a pivotal role in driving the success of such initiatives, with community engagement, trust, and cooperation acting as crucial factors for their sustainability.

A variety of studies have highlighted the impact of social capital on the functionality of waste bank programs. For instance, a study in Bondowoso Regency, Indonesia, demonstrated that social capital was a key factor in the successful operation of waste banks, emphasizing the importance of collective trust and community cooperation in fostering waste separation behaviors and creating opportunities for sustainability (Hamyana et al., 2021). These findings underscore the need for strong social networks within communities to improve waste management practices and ensure long-term success (Salazar et al., 2021). Indeed, social capital enhances residents' participation in waste separation, which directly correlates with the sustainability of waste banks and, by

extension, sustainable waste management in urban and rural contexts alike (Li & Hu, 2021). Despite these valuable insights, there is still a noticeable gap in the literature regarding the specific mechanisms through which social capital influences waste bank governance, particularly within the Indonesian context. While much has been written about the role of social capital in collective actions and resource mobilization (Schmidt et al., 2018), research on how these concepts specifically translate to the governance and sustainability of waste banks remains underexplored. This gap is especially significant in light of the limited research on how Bourdieu's theory of social capital applies to community-based waste management systems in Indonesia, where informal practices and social networks are critical to local development (Takahashi et al., 2021).

This study aims to fill this gap by analyzing the case of the Cahaya Barokah Environmentally Friendly Waste Bank, which has been operational since 2016. This waste bank has not only maintained its operations over the years but has also become a model for similar initiatives both within Indonesia and internationally. Cahaya Barokah has attracted attention from countries such as Australia and Bosnia, underscoring its success as a benchmark for waste bank sustainability. However, its ability to thrive for nearly a decade, despite challenges in waste management systems and community dynamics, offers valuable insights into the mechanisms through which social capital fosters organizational sustainability. By examining how Cahaya Barokah uses social capital to ensure long-term success, this research will provide actionable lessons for other communities looking to implement sustainable waste management practices (Shen et al., 2020). Furthermore, this research will build on Bourdieu's theoretical framework of social capital, which has been widely applied in organizational behavior studies, particularly in relation to accounting and governance practices. Studies have shown that social capital influences organizational behavior, with a focus on how networks and trust impact decision-making, information sharing, and collective action within organizations (Dincer & Henseler, 2019). This study will contribute to this growing body of research by exploring the intersection between social capital and waste bank governance, shedding light on the ways in which social trust and networks influence waste management practices in Indonesia. By integrating empirical data from reputable international journals and analyzing the unique case of Cahaya Barokah, this study will not only fill a gap in the literature but also offer new insights into the role of social capital in ensuring the sustainability of waste bank programs (Kraft & Andersson, 2019).

RQ: How waste bank's governance can achieve sustainability?

This research focuses on the aspect of governance that has the most significant impact on the formation of social capital in waste banks to achieve sustainability. By employing Bourdieu's theory of social capital, this study examines how governance structures facilitate the accumulation and utilization of social capital within the Cahaya Barokah Waste Bank, contributing to its long-term sustainability.

Bourdieu (1986) defines social capital as the resources embedded in social networks that provide individuals and organizations with advantages in achieving their goals. In the context of waste bank governance, social capital manifests in the form of trust, reciprocal relationships, and community engagement, which collectively enhance the operational effectiveness of waste banks. This research extends the application of Bourdieu's theory to the domain of community-based waste management by identifying governance mechanisms that influence the formation and mobilization of social capital. Unlike previous studies that primarily focus on economic and environmental

sustainability, this research highlights how governance structures shape social capital as a critical driver of sustainability. By doing so, it bridges a gap in the literature regarding the role of social capital in waste bank governance, particularly in the Indonesian context.

From a practical perspective, this study provides insights into governance strategies that can strengthen social capital in community-based organizations, particularly waste banks. The findings suggest that effective governance—characterized by participatory decision-making, strong community engagement, and strategic stakeholder collaboration—can enhance trust and cooperation among members. In the case of the Cahaya Barokah Waste Bank, the involvement of local leaders and government representatives has facilitated resource mobilization, increased public participation, and improved waste management practices. These findings can serve as a model for other waste banks and similar community-based initiatives seeking to achieve long-term sustainability through the strategic use of social capital.

By integrating theoretical insights from Bourdieu's framework with empirical evidence from the Cahaya Barokah Waste Bank, this study contributes both to the academic discourse on social capital and to the practical development of sustainable governance models for waste banks and other community-driven environmental initiatives.

2. Literature Review

2.1. Social Capital and Bourdieu's Theory

Social capital has been widely studied across disciplines, including sociology, economics, and organizational studies. Bourdieu (1986) defines social capital as the aggregate of actual or potential resources linked to a durable network of institutionalized relationships of mutual acquaintance and recognition. Social capital is embedded in social structures and can be mobilized for economic and non-economic purposes. Bourdieu emphasizes that social capital, alongside economic and cultural capital, plays a crucial role in shaping social hierarchies and influencing access to resources.

In the context of governance and organizational behavior, social capital manifests through trust, shared norms, and networks of relationships that facilitate cooperation and coordination (Nahapiet & Ghoshal, 1998). Within waste banks, social capital is a key factor in ensuring sustainability, as it fosters collaboration among stakeholders, enhances community participation, and secures financial and non-financial support.

Several accounting studies have explored the role of social capital in organizational practices, governance, and financial reporting. The integration of social capital in accounting research provides insights into how networks and relationships influence decision-making and resource allocation. Previous studies have highlighted: Social capital plays a crucial role in various aspects of financial and accounting practices, influencing corporate governance, financial reporting, sustainability, and risk management. Chen et al. (2016) found that organizations with high social capital tend to exhibit better financial reporting quality due to the presence of increased trust and accountability mechanisms. Similarly, Hasan and Ali (2017) emphasized that social capital strengthens corporate governance by fostering ethical decision-making and reducing information asymmetry between stakeholders. In the realm of sustainability accounting, Michelon et al. (2015) demonstrated that firms with strong social capital are more likely to adopt sustainable accounting practices and disclose their environmental and social performance metrics. This is further supported by Ferramosca and Verona

(2023), who analyzed how social capital influences corporate environmental responsibility and accounting practices. Beyond corporate settings, Goh et al. (2018) studied how social capital contributes to financial stability and governance in non-profit and community-based organizations, highlighting its significance in ensuring long-term sustainability in such entities. The impact of social capital on financial integrity is also evident in earnings management and tax compliance. Kang and Kim (2021) suggested that firms with strong social capital are less likely to engage in earnings management due to reputational concerns, while Rinaldi et al. (2021) found that businesses embedded in high-social-capital environments demonstrate better tax compliance behavior. Social capital also plays a role in public sector accounting and risk management. Dillard and Vinnari (2019) explored how social capital influences budgetary processes and financial accountability in public sector organizations. Furthermore, Chiu et al. (2020) highlighted that firms effectively leveraging social capital tend to develop better risk management frameworks, ensuring resilience in uncertain economic conditions. The significance of social capital extends to small and medium-sized enterprises (SMEs) as well. Xie et al. (2022) demonstrated that SMEs with strong social capital networks have better access to financial resources, which enhances their overall financial performance. Collectively, these studies reinforce the idea that social capital is a vital component in shaping financial practices, fostering ethical business conduct, and improving corporate accountability across various sectors.

This study extends the existing literature by applying Bourdieu's social capital theory to community-based waste banks. By examining the governance structure of the Cahaya Barokah Waste Bank, this research contributes to understanding how social capital can be leveraged to ensure operational sustainability and financial viability in waste management organizations.

2.2. Governance and Sustainable Development

Governance refers to the systems, processes, and relationships through which organizations are directed and controlled. Effective governance structures enable organizations to align their activities with long-term goals, foster stakeholder engagement, and ensure transparency and accountability (Keping, 2018). Sustainable governance in community-based organizations like waste banks requires clear decision-making mechanisms, participatory leadership, and financial sustainability models (Mulayana, 2019). Studies have shown that governance plays a crucial role in shaping environmental sustainability and social responsibility.

Governance plays a vital role in shaping waste management, financial sustainability, and circular economy initiatives. Lockwood et al. (2010) found that participatory governance enhances community-based waste management efforts by fostering greater engagement and accountability. In the context of financial performance, Eccles et al. (2012) demonstrated that organizations with strong governance structures are more likely to implement sustainable financial practices, ensuring long-term stability. Furthermore, Geissdoerfer et al. (2017) highlighted that effective governance frameworks support circular economy initiatives by integrating waste management and resource efficiency strategies, ultimately contributing to a more sustainable economic model.

Given the limited research on waste bank governance, this study aims to fill the gap by examining how governance practices in the Cahaya Barokah Waste Bank contribute to its long-term sustainability. By integrating social capital theory into

governance analysis, this study provides new insights into how community-based waste banks can achieve sustainable operations.

3. Research Method

3.1. Research Context

The waste bank system was first introduced in Thailand in 2006 as a breakthrough in 'saving waste' (Wijayanti & Suryani, 2015). Waste banks are a solution to the waste problem which is increasingly worrying. For this reason, waste management is needed to reduce the impact caused by waste. The existence of waste banks is believed to result in better waste management practices and can reduce pollution (Kubota et al., 2020). Waste banks have taken part in a waste management system with community participation as a basic principle aimed at managing waste sustainably, although in practice this concept is more accepted among villages compared to housing (Wijayanti & Suryani, 2015). The strength of local culture forms a sense of pride that moves people to build their lives.

The word bank itself is taken from the practices carried out by waste banks. The community collects waste collectively and turns it into savings that can be withdrawn at any time by customers (Wijayanti & Suryani, 2015). The economic value of the waste collected by the community can improve their standard of living (Sekito et al., 2019). The existence of a waste bank motivates the public to know more about sorting waste which consists of two types, namely organic and inorganic waste (Ismiraj et al., 2023). In addition, the establishment of a waste bank can contribute to increasing public awareness of the importance of environmental protection (Singhirunnusorn et al., 2012).

3.2. Research Approach

This research adopts a qualitative approach with an interpretive paradigm, as it seeks to understand the meanings behind social phenomena related to waste bank governance and sustainability. The interpretive paradigm is suitable because it emphasizes the subjective experiences and perspectives of participants, allowing researchers to explore the complexity of governance practices in a specific This study explores the governance of the Cahaya Barokah Waste Bank through a case study approach, which provides an in-depth understanding of its organizational dynamics. Myers (2019) emphasizes the importance of social context in business and accounting research, while Yin (2018) highlights the value of case studies in capturing real-world complexities. The Cahaya Barokah Waste Bank was chosen due to its well-established governance structure and strong community participation, making it an ideal subject for studying sustainable waste management. By examining its governance mechanisms, the research aims to uncover the intricate social and organizational processes that drive its operations.

3.3. Data and Data Collection Techniques

Data collection in this study was conducted using a purposive sampling approach, which was specifically chosen to select key informants who possess in-depth knowledge and expertise about the governance and sustainability of the waste bank. The selected informants were individuals holding pivotal roles within the organization, thus ensuring their insights were relevant to the research focus.

The primary informants included: Rami'an (Director) - As the Director, Rami'an's perspective on the strategic direction and overall management of the waste bank was essential in understanding governance dynamics. Andi Kartika (Secretary) - The Secretary's role in documenting operational activities and coordinating communication within the organization provided valuable insights into governance mechanisms and organizational structure. Isnawati (Treasurer) - As the Treasurer, Isnawati's involvement in the financial management of the waste bank contributed significantly to understanding the financial strategies and sustainability measures in place. The selection of these informants was intentional, given their direct involvement in the management of the waste bank, their varying roles, and their comprehensive understanding of the operational and strategic factors that contribute to the sustainability of the institution.

Data in this study was obtained through three methods, namely semi structured interviews, participant observation, and document analysis. These three methods are expected to support each other to achieve research objectives. Data from different sources were then triangulated. Triangulation is used as a technique to increase the validity and reliability of data. Triangulation involves using multiple data sources and methods to cross-check and verify the consistency of the findings (Denzin, 2017). Triangulation of data sources was used in this study by validating data from one source with different data sources.

3.4. Data Analysis

The data analysis in this study was guided by an interpretive approach, which aims to uncover the deeper meanings and patterns within the data. This approach was particularly suited for exploring the complex dynamics of waste bank governance and sustainability. Thematic analysis was employed as the primary method of analysis, allowing the researcher to identify and interpret patterns and themes that emerged from the qualitative data (Braun & Clarke, 2006). Thematic analysis was chosen due to its flexibility in analyzing qualitative data and its capacity to identify significant themes related to governance structures, decision-making processes, and sustainability practices. The study followed a clear, iterative process, comprising the following stages: Data Familiarization: The first step in the data analysis process involved immersing the researcher in the data. This stage entailed reviewing the interview transcripts and supporting materials (such as photographs, documents, and financial records). By repeatedly reading through the data, the researcher developed an understanding of the overall content and context, which provided initial insights into the topics discussed by the informants and the key issues related to waste bank governance and sustainability.

Coding: In the coding phase, the researcher identified recurring themes and patterns that were relevant to the research objectives. This involved systematically categorizing parts of the data that spoke to governance structures, decision-making mechanisms, and sustainability practices within the waste bank. Coding is a crucial part of thematic analysis as it helps break down the raw data into manageable units, allowing the researcher to identify core ideas that align with the research questions (Braun & Clarke, 2006).

Theme Development: Once the data was coded, the researcher grouped the codes into broader themes that captured essential aspects of governance and sustainability within the waste bank. This stage involved an in-depth analysis of the relationships between the identified codes and the formulation of overarching themes. By

clustering related codes, the researcher was able to draw meaningful insights from the data.

4. Results and Discussion

4.1. Bargaining Power in Waste Bank Governance

In this research, it was found that there was bargaining power in the governance of Cahaya Barokah Waste Bank. Bargaining power is the value resulting from the governance of Cahaya Barokah Waste Bank which most dominantly contributes to the formation of social capital. Bargaining power refers to the extent to which an actor is able to influence his opponents by providing benefits to the actor's interests. In the context of waste bank governance, bargaining power plays an important role in maintaining balance and operational sustainability. Bargaining power in the governance of Cahaya Barokah Waste Bank is found in three forms: (1) Bargaining power to the government, (2) Bargaining power to members, (3) Bargaining power to the society.

Bargaining power to the government in the governance of the Cahaya Barokah Waste Bank is facilitated by the waste bank structure whose director is the head of the neighborhood in the area. Bargaining power is the social capital inherent in the director of Cahaya Barokah Waste Bank in relation to the government. The director of the Cahaya Barokah Waste Bank has bargaining power with the government by using his position as head of the head of Neighborhood to develop the waste bank organization he leads. Social capital in the form of political connections is evident, as the director leverages his official role to advocate for the waste bank's development. This finding aligns with Bourdieu's (1986) concept of social capital, which emphasizes the role of social networks in acquiring resources and institutional support.

Bargaining power to members in the governance of Cahaya Barokah Waste Bank is facilitated by policy. This policy relates to wages received by members or employees of Cahaya Barokah Waste Bank based on the results of a mutual agreement. The existence of this policy makes it possible for the Cahaya Barokah Waste Bank to minimize the cost of workers' wages and expand its benefits as a social enterprise by allocating these wages to be donated to the poor in the area where the Cahaya Barokah Waste Bank is established.

Bargaining power to the society in the governance of Cahaya Barokah Waste Bank is facilitated by a waste bank structure where not only the director has a position in the community, but also the secretary and treasurer. The secretary of the Cahaya Barokah Waste Bank also has the position of secretary in the Family Welfare Program organization, while the treasurer is the chairman of Prokja (Work Program) III in the Family Welfare Program. With this position, it makes it easier for the management of the Cahaya Barokah Waste Bank to mobilize the community as waste suppliers. Apart from that, bargaining power for the community is also supported by the Cahaya Barokah Waste Bank policy related to the formation of PHBS (Clean and Healthy Behavior) child cadres as the next generation with the hope that the sustainability that is currently being pursued can be inherited and implemented in the future.

4.1.1. *Bargaining Power to the Government*

The interview began with the first informant, the Director of Cahaya Barokah Waste Bank named Rami'an. The interview was conducted at Mr. Rami'an's residence, where in front of the house there is a Chief of Neighborhood 09 sign. From this sign,

researchers learned that the director of the Cahaya Barokah Waste Bank also serves as Chief of Neighborhood in the area. The first thing to ask about waste banks is the history of the formation of the Cahaya Barokah Waste Bank. From the results of the interview with Mr. Rami'an regarding the history of the formation of the Cahaya Barokah Waste Bank, it was found that the people in Sindang Sari Village have environmental awareness. He expressed this through the quote below:

“The history is, at first, we worked together and then we collected plastics. After that there was information from DLH (environmental services) about trash cans and then we took the initiative to gather several people, especially women, who were members of the PKK (Family Welfare Program). What if we form a waste bank? In the beginning, it was simple, we just used tarpaulins on people's land. In essence, our initiative was to make the environment cleaner and have benefits.”

From the answers revealed, researchers obtained a positive interpretation that the people in Sindang Sari Village still carry out the tradition of mutual cooperation, which indicates that the residents already have the character of caring about the environment until finally from this activity the Cahaya Barokah Waste Bank was created. Statements from respondents were validated with documentation of community mutual cooperation activities in the form of photos on the Facebook social media platform belonging to Sindang Sari Village. From this account it is also known that the people in Sindang Sari routinely carry out mutual cooperation activities twice every month.

Based on the informants' answers regarding the creation of the Cahaya Barokah Waste Bank, it indicates participation in local networks and an attitude of mutual trust which creates collective decisions and encourages collective action. Community participation in Sindang Sari Village and mutual trust in each other encouraged community interest in overcoming the waste problem with the decision to create a waste bank. The history of the waste bank which was created from a collective decision was also confirmed by another informant, Secretary of the Cahaya Barokah Waste Bank, Mrs. Andi Kartini:

“Yes, back then we were independent, living on other people's land using tarpaulins. That was 2016. At that time we cleaned up a lot of plastic rubbish. We think what is the best way to do this? Well, finally we agreed to create a waste bank. Previously, the initiative came from Mr. Wagino. The previous chairman was Mr Wagino before Mr Rami'an. Yes, thank God someone gave us the land for the current location..”

Next, find out the history of the building currently on the waqf land, which is the building used for operational activities of the Cahaya Barokah Waste Bank. Mr Rami'an gave the following answer:

“We built the building independently at first. We are still building a small building. In 2018 we moved, then in 2020 we received assistance of twenty million Rupiah from sub-district funds, we enlarged the building, we expanded it.”

From the answer above, it is revealed that the Cahaya Barokah Waste Bank received assistance in the form of its first funding in 2020. Researchers are interested in the background behind the assistance provided by the government, because since the inception of the Cahaya Barokah Waste Bank in 2016 assistance in the form of funds

was only provided in 2020, so the researcher dug deeper into this assistance by asking how the assistance could be provided in the first place. Mr. Rami'an explained this as follows:

“Every year a Musrenbang (Development Planning Deliberation) meeting is always held. The Musrenbang (Development Planning Deliberation) meeting was attended by all RT (Chief of Neighborhood) and so on. From there I suggested, please help our waste bank with funding because we need a building that is somewhat larger. Well, it was approved, yes, it was approved on the forum. Well, that's it.”

The development of the Cahaya Barokah Waste Bank began when Mr. Rami'an, as chairman of Neighborhood 09, Sindang Sari Subdistrict, took part in the Musrenbang (Development Plan Deliberation) forum. This statement is validated with documentation in the form of photos of Musrenbang activities in 2020 and photo documentation of the handover of funds from Sari Village.

Referring to the informant's answers, it was concluded that this forum was the starting point for the Cahaya Barokah Waste Bank to become known. The approval of this proposal by the Sindang Sari Subdistrict cannot be separated from the good intentions of the waste bank to contribute to solving the waste problem. This is in accordance with the opinion of [Yang and Basile \(2022\)](#) that when organizational practices are in accordance with stakeholder values, a positive perception of the organization will be created. The practices carried out by the Cahaya Barokah Waste Bank help the Sindang Sari Subdistrict government to overcome social problems, waste. The presence of Cahaya Barokah Waste Bank as one of the businesses included in social enterprise is expected to be able to implement business operations to realize social goals and social innovation, as a positive response to social problems with the support of the government and all levels of society ([Liu & Lu, 2024](#)).

The results of the researcher's analysis in this case are that there is bargaining power created by the governance of Cahaya Barokah Waste Bank. This analysis is because the development of the Cahaya Barokah Waste Bank cannot be separated from the role of the director who is able to bridge the government with the Cahaya Barokah Waste Bank by utilizing his position as neighborhood chairman. Social capital can be transformed from one form to another ([Halpern, 2005](#)). In this case social capital is transformed into financial capital. Neighborhood leaders can leverage their involvement in local government structures to gain additional support and resources for sustainability actions. By establishing partnerships with related parties, we can expand the reach and impact of the environmental activities carried out.

Positions can be used for good, by investigating where organizational power comes from ([Martinen & Kähkönen, 2022](#)). At Cahaya Barokah Waste Bank, the director with the position of chairman of the Neighborhood is a strength for the organization. This position allows the director to expand relationships that will benefit the organization he leads. The approval of the proposal for funding indicates that the Director of Cahaya Barokah Waste Bank is a negotiator who has superior bargaining power who tends to show higher expectations of success ([Gago-Rodríguez et al., 2021](#)). The importance of bargaining power, one of which is that it can influence the willingness of other parties to implement agreements that reflect their contributions ([Rodriguez-Lara, 2016](#)). His position as chairman of the Neighborhood turned out to have a big impact on the sustainability activities of the Cahaya Barokah Waste Bank. With this funding assistance, Cahaya Barokah Waste Bank has a wider workshop to support operational

activities such as weighing, recording savings, sorting waste, recycling and making compost. The results of making compost fertilizer are usually bought and sold by farmers around the Cahaya Barokah Waste Bank area. Meanwhile, recycled products are usually exhibited and sold at art exhibitions.

4.1.2. *Bargaining Power to Members*

When researchers asked about the development of waste banks over time, it was revealed that Mr. Rami'an also realized that having a position in the community could provide positive things and make a significant difference when previously it was not led by the RT (Neighborhood) head compared to when it was led by the neighbourhood head. This is expressed through the following statement:

“Yes, if all the members are involved in the development, it seems like it's my time to be the one who can mobilize not only the members of the organization but also the wider community, especially as head of the RT, so I have the power. The proof is that workshops can be built, and now they even receive assistance from sub-district funds..”

Referring to the answer above, Mr. Rami'an also realized that there was a significant difference when the Cahaya Barokah Waste Bank was led by the neighbourhood head and when it was not. He felt that the position of RT chairman he had was able to mobilize the members of the organization. The sustainability actions of the Cahaya Barokah Waste Bank are also driven by the Cahaya Barokah Waste Bank's policy regarding employee wages. This policy is the result of a joint agreement to carry out activities to sort, weigh and recycle waste without any compensation. Relationship quality and power are determining factors for the success or failure of a relationship (Najafi-Tavani et al., 2022). The good quality of relationships between directors and members makes Cahaya Barokah Waste Bank successful in consistently achieving sustainability.

Next, the researchers asked about the biggest contribution to the operational activities of the Cahaya Barokah Waste Bank. Mr. Rami'an's answer regarding this matter is explained below:

“The biggest contribution so far has come from the members, particularly myself, the secretary, and the treasurer, who are involved on a daily basis, actively managing the operations. Occasionally, the government visits, primarily because the surrounding environment is well-maintained and the waste bank is present. In fact, last year, it was even used as a point of assessment for the Adipura award.”

From Mr. Rami'an's statement, it is also known that the success of the waste bank comes from all members working together, especially the director, secretary and treasurer who are directly involved in carrying out the sustainability activities of the Cahaya Barokah Waste Bank. The director understands that without the presence of members as employees at the waste bank (Kusumawardani et al., 2023), the waste bank's mission to protect the environment and improve social conditions will not be realized. Even though they don't get paid, their dedication to keeping the environment clean and reducing the amount of waste that goes to landfills is invaluable. Their actions not only reflect concern for the earth, but also inspire a spirit of mutual cooperation and social concern in society. Mrs. Isnawati said that the sustainability action she carried out was solely because she wanted the environment to be maintained. This can be seen in the

interviewee's answer when the researcher asked about the feedback members get after carrying out sustainability actions:

“Let me think? There aren't any. We just want this environment to remain clean, free of rubbish. If we make money, we don't have it. Instead of just staying at home, it's better to take part in activities and meet lots of people, have friends, experience and knowledge. I hope the knowledge I gain is useful for many people”

Apart from the treasurer, researchers also asked about the feedback received by the waste bank secretary, Mrs. Andi Kartini. He explained this as follows:

“There is no result in the form of money, sis, but there are other results, namely charity where our knowledge can be shared and be useful for those around us. Not everything is valued with money.”

Based on these answers, it can be concluded that members of the Cahaya Barokah Waste Bank are happy to carry out sustainability activities with the main focus being that the knowledge they have can benefit many people. They also put aside monetary aspects and prioritize social values to achieve sustainability. Therefore, Cahaya Barokah Waste Bank employees have reached the point of loyalty to the organization by upholding organizational goals, thus the positive impact obtained is greater, namely at the level of sustainability. [Whelan and Fink \(2016\)](#) show that sustainability actions increase employee loyalty, when human resource management is supported by generating a shared culture and commitment. Even though they do not receive salaries, waste bank members still show extraordinary loyalty to the organization. They see their work as a calling to protect the environment and make a positive contribution to society, not just as a source of income. This loyalty is reflected in several documentary photos of researchers when conducting observations, they carry out their duties with enthusiasm and responsibility, without expecting material rewards. The waste bank seems to have become part of their identity, a place where they can share the environmental values they believe in. Even though there are no direct financial incentives, they still adhere to the waste bank's mission to reduce the negative impact of waste on the environment and increase awareness of the importance of recycling.

Cahaya Barokah Waste Bank members are agents of change who encourage sustainability actions in Sindang Sari Village from three important aspects: economic, social and environmental. From an economic perspective, they help change the paradigm of waste into resources by collecting, sorting and recycling materials that can have economic value. This step not only reduces the volume of waste entering landfills, but also creates new economic opportunities in the form of sales of recycled materials. From a social perspective, their existence builds a community that cares about the environment and supports each other in conservation efforts. They educate local communities about the importance of responsible waste management and participate in various social activities to raise awareness of environmental issues. On the environmental side, their actions directly reduce pollution and environmental damage by minimizing the use of new raw materials and reducing greenhouse gas emissions through recycling practices. Thus, as sustainability agents, waste bank members not only improve environmental conditions, but also inspire positive changes in the economic and social aspects of society. Everything described above is done without remuneration.

The realization of loyalty from members of the Cahaya Barokah Waste Bank cannot be separated from the role of the director. The bargaining power of a director in

relation to other members is based on his hierarchical position and influence in the organization. The Director of Cahaya Barokah Waste Bank has the authority to determine policies, salary structures and other strategic decisions that can directly affect its members. The waste bank director's bargaining power in negotiating about unpaid members lies in understanding the value of the invaluable contributions of these employees. Bargaining power in this case is social capital that can reduce operational costs (Putnam, 2000). Even though they do not receive salaries, waste bank employees bring wealth in the form of invaluable dedication, commitment and passion. Swanson et al. (2020) argue that to form greater employee loyalty, it is important to encourage a work environment that has shared relationships that allow for improved perceptions of actions and behavior. By building relationships based on mutual respect and trust, waste bank directors are able to create a positive and productive work environment, where employees feel valued and recognized for their contributions and ignore financial aspects that may be a shortcoming.

Seeing the uniqueness of the employees of Cahaya Barokah Waste Bank who are not paid, the researcher explored the employee's work with the resource person, Mrs. Andi Kartini, she explained as follows:

"I have a Kacang Sembunyi product. The name of the business is RY Kacang Sembunyi. I also open orders for pempek.."

The researcher also explored the work of the head of the waste bank, he explained as follows:

"I have a drinking water business, then I also have a business selling gallons. So that's where my income comes from."

Even though employees at Cahaya Barokah Waste Bank are not paid, the employees have income from other businesses. This business provides income in the form of rupiah. With this business they can meet their living needs. Researchers analyzed policies related to employee wages based on the assumption that members already have a source of income so they do not use work at the waste bank as a source of income but as a source of their charity. Waste bank members carry out their work diligently and with extraordinary enthusiasm. For them, this work is more than just earning an income; it is a call to protect the environment and provide a positive contribution to society. With enthusiasm, they set aside time from other jobs to collect and manage waste for the good of the environment. Their involvement is a reflection of a sincere dedication to the mission of sustainability, where rewards are not their top priority.

4.1.3. Bargaining Power to the Society

Cahaya Barokah Waste Bank is a community-based social enterprise. This type of business is only to empower community members who have problems, in this case sustainability. In sustainability actions, Neighbourhood heads have many ways to use their bargaining power with the community. The neighbourhood head can educate the public about the importance of cooperation in maintaining the environment and cleanliness. By making people aware of the benefits of a clean and healthy environment, Neighbourhood heads can increase public awareness to actively participate in sustainability actions. Mr. Rami'an, as director of the Cahaya Barokah Waste Bank and chairman of the RT, was able to mobilize the community to develop the organization he leads. The Cahaya Barokah Waste Bank itself was able to have a permanent workshop because of land donations from the community. Mr. Rami'an explained this as follows:

“The current land is waqf land from residents. Someone gave it to me. Initially it was given as a prayer room waqf. Because we already have a prayer room, so we ask. Then it was agreed that it could be built for public facilities. That's it for the public, public facilities, please, so we'll change the letter..”

Based on the results of the statement above, it is known that the land occupied by the Cahaya Barokah Waste Bank is the result of bargaining between the head of the RT and the residents as land owners. The land that was originally intended for a prayer room can change its purpose for the benefit of the Cahaya Barokah Waste Bank organization. This resource development strategy aims to change the situation and increase bargaining power which can provide good results. Negotiation power is the main factor influencing negotiation results (Schaerer et al., 2020). Thanks to negotiations from Mr. Rami'an, Cahaya Barokah Waste Bank was able to own land so that it could carry out various sustainable activities. Providing land dedicated to a waste bank is an innovative step in utilizing space productively for social and environmental interests. Land that was previously unused or underutilized was transformed into a place for efficient collection, sorting and processing of waste. With the existence of a waste bank, people have access to recycle their own waste, creating awareness of the importance of waste management and environmental sustainability. Apart from that, the land provided to function as a waste bank can also become an education center for the community about environmentally friendly practices and the economic benefits of recycling. In this way, the donated land used for the waste bank not only provides economic benefits, but also strengthens environmental awareness and responsibility in the community.

Apart from providing space, the community's role is also needed for the operational activities of the Cahaya Barokah Waste Bank. The community as a supplier to waste banks (Kusumawardani et al., 2023) plays a big role in realizing sustainability. Based on the results of researchers' observations, there are currently 30 customers at Cahaya Barokah Waste Bank. Waste bank customers who save money are a clear example of innovation in a sustainable financial system. With the waste savings program, customers can save and exchange the waste they have collected for money or other goods. This not only provides incentives for communities to be active in waste management, but also creates new economic opportunities for them. By saving waste and turning it into savings, waste bank customers not only reduce the amount of waste entering the environment, but also turn it into valuable assets. Through participation in this program, customers also become part of a collective effort to create a more sustainable and environmentally conscious society.

The role of the neighbourhood head in mobilizing the community to save waste is crucial in building awareness of the importance of waste management at the local level. By utilizing the leadership power and communication network he has, a neighbourhood head can organize an outreach campaign about the benefits of saving waste. To gather information about Mr. Rami'an's efforts to use his position for the benefit of the organization, researchers asked what he had done to engage the community as a waste bank supplier. Mr. Rami'an explained as follows:

“First, we intensify socialization. When I get together, every time there is a neighborhood meeting or mutual cooperation I convey this. I let you know that this trash can turn into money. The second is to form PHBS (Clean and Healthy Living Behavior) child cadres that we will prepare for future successors. We train them to manage or make deposits from them for

school cleaning or something like that. So, we direct them to deposit it in the waste bank.”

Apart from the director, researchers also asked about community mobilization efforts from the waste bank secretary, Mrs. Andi Kartini. He explained this as follows:

“I happen to be the sub-district PKK secretary, so I usually provide information on inviting dasawisma groups. If we are not proactive, this will not work. It's called awareness that must continue to be increased. If we specifically consider RT 09, there are five dasawisma. But sometimes, accompanied by Mrs. RT, we go around like that.”

Furthermore, researchers also asked about community mobilization efforts from the treasurer of the waste bank, namely Mrs. Isnawati. He explained this as follows:

“Mostly in the Dasawisma group, for me. If you go to the community, sometimes there are people who accept it and others who don't. Come on, let's donate rubbish. I am also the same as Mrs. Andi, if I am the head of the third work program, I often have contact with dasawisma groups.”

Based on answers from three waste bank administrators, it was concluded that the three administrators used their positions to strengthen the supply power of the Cahaya Barokah Waste Bank. Bargaining power in this case is social capital created from community relationships with waste bank administrators. Social capital plays an important role in business and shapes social interactions between members in the business ecosystem. Community institutions, namely the PKK, have a crucial role in supporting waste bank operational activities. Mrs. Andi Kartini and Mrs. Isna as PKK officials can help the waste bank increase the operational capacity of the waste bank. This is done by acting as a liaison between the waste bank and the community, facilitating environmental education and outreach programs aimed at increasing community participation in waste and recycling management. By providing a deep understanding of the importance of small steps such as saving waste, waste bank administrators become a catalyst for sustainable behavior change at the community level.

In supply networks, negotiations between buyers and suppliers are an important element (Bals et al., 2019). The community is the main driver who acts as a supplier to the waste bank. The main function of these negotiations is to negotiate terms and conditions and set prices (Bodendorf & Franke, 2024). The low price of waste and the public stigma regarding waste is a challenge for waste banks to obtain waste supplies at low prices, while at the same time maintaining suppliers to consistently deposit waste. In this context bargaining power is associated with the primary role of being able to influence negotiations in the desired direction (Schaerer et al., 2020). Close cooperation between community organizations and waste banks can create a sustainable ecosystem in waste management, as well as improve social and environmental welfare at the local level.

As neighbourhood head, Mr Rami'an can also use his authority in local decision making to encourage the implementation of pro-environmental policies. One of them is forming PHBS child cadres who have been prepared as the next generation who understand how to utilize waste. These PHBS cadres are also suppliers for waste banks. With enthusiasm and awareness of the importance of keeping the environment clean, the children took the rubbish they collected to the waste bank to be recycled. Through this activity, they not only learn about their responsibility towards the environment but also feel the positive impact of their actions. The process of depositing waste into waste banks provides valuable experience in understanding recycling cycles and their contribution to

waste reduction. In this way, children not only become small agents of change in their communities, but also become role models for future generations about the importance of environmental conservation for collective prosperity.

In order to retain suppliers, openness in waste bank services towards customers is an important foundation in building strong relationships and mutual trust between the institution and the communities it serves. Regarding this matter, researchers asked the secretary regarding the waste bank's transparency towards customers. Mrs. Andi Kartini explained this as follows:

“They have a savings book, sometimes there are things that are different in the savings book and in the general ledger. But the final decision is according to what is in the ledger. If it's included in the savings book, those who bring it can just take notes themselves. If they want to see other reports, just go to Mrs. Isna's house. it's complete there..”

From the statement above, Cahaya Barokah Waste Bank is open regarding customers' rights to know what they should know. Waste banks retaining the community as suppliers is a key step in maintaining operational sustainability and effectiveness of waste management programs. By building strong and mutually beneficial relationships with communities, waste banks are able to ensure a sustainable supply of waste for recycling. Providing transparent information allows customers to better understand how they can participate in the waste bank program. The waste bank's openness to customers not only creates trust and transparency, but also strengthens the relationship between the organization and its suppliers. By providing clear information, managing funds responsibly, communicating the results and impact of activities, and listening to feedback from customers, waste banks can be effective partners in efforts towards a cleaner environment.

The results of waste bank operational activities are also felt by the community. Apart from environmental cleanliness, reciprocity in other forms is also felt by the community. The researcher asked the resource person, Mrs. Andi Kartini, about allocations related to waste bank profits, she explained as follows:

“We usually share the proceeds from the sales with people we consider old and poor. Usually in the form of drinks, snacks, because of Eid. Then there is also joining DLH. We don't collect money, usually when we go to town, we deposit rubbish, or we deposit used cooking oil. Later they will donate the money. That's once a year, usually in February..”

Researchers also explored the truth of this statement by asking Mr. Rami'an the same thing, he explained as follows:

“There are definitely benefits, so we share them. Usually for Eid we count how many we can make into parcels. We distribute it to people who we think can't afford it.”

The policy of allocating profits from waste banks to be donated to the poor is a form of effort to strengthen social solidarity in society. This policy allows Cahaya Barokah Waste Bank to expand its benefits. This initiative helps reduce the economic pressure they face, especially during religious holidays which usually require costs. By providing resources from the waste bank to the poor, Cahaya Barokah Waste Bank also provides them with the opportunity to feel involved in environmental conservation efforts. This helps build awareness of the importance of recycling and good waste

management among communities who may not have previously engaged in such efforts. These donations also create a positive cycle where people who use the waste bank feel involved in giving back to their own community. This strengthens relationships between community members and builds mutual trust and healthy dependence between them

5. Conclusion

This study highlights the role of bargaining power as a key aspect of social capital in the governance of waste banks, particularly in the case of Cahaya Barokah Waste Bank. The findings reveal that individuals holding strategic positions in society, such as neighborhood heads and leaders of community organizations, significantly contribute to the success and sustainability of waste banks. Their bargaining power facilitates stronger support from both the government and the community, ensuring more effective waste management practices. The uniqueness of this research lies in its demonstration of how social capital is operationalized through these influential figures, enabling waste banks to function as both social enterprises and environmental initiatives.

This research contributes to the literature on social capital by illustrating its role in sustainable development initiatives, particularly in waste management. Unlike previous studies that primarily focus on economic or environmental factors, this study emphasizes the power dynamics within social networks and their impact on policy implementation. By integrating social capital theory with waste governance, this research expands the understanding of how leadership positions and community influence shape local environmental initiatives.

The findings underscore the importance of community engagement in sustainable waste management. The involvement of respected community leaders increases public awareness and participation in waste banks, fostering collective responsibility for environmental sustainability. Moreover, the study highlights the potential of waste banks as social enterprises that not only contribute to waste reduction but also generate social benefits, such as financial support for underprivileged groups.

For policymakers and regulators, this study provides valuable insights into the need for institutional support in waste bank governance. Government agencies should recognize the strategic role of community leaders and actively involve them in decision-making processes related to waste management. Policies that strengthen partnerships between local governments and waste bank organizations can enhance operational sustainability. Additionally, financial and technical assistance programs should be developed to empower waste banks as community-driven environmental solutions.

For waste bank managers and practitioners, the findings emphasize the importance of leveraging social capital to strengthen organizational sustainability. Establishing partnerships with local authorities, businesses, and community organizations can enhance resource mobilization and operational effectiveness. Leadership training programs can also be introduced to equip waste bank managers with the necessary skills to navigate bargaining power dynamics and optimize community engagement.

Despite its contributions, this study has certain limitations. First, the research focuses on a single case study, which may limit the generalizability of the findings. Future research could explore multiple waste bank models across different regions to provide a comparative analysis. Second, the study primarily examines the role of leadership positions in social capital, while other factors such as economic incentives and technological advancements in waste management remain underexplored. Further

research could integrate these aspects to develop a more comprehensive framework for sustainable waste governance.

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