

PARTNERSHIP COMMUNICATION OF BPJS EMPLOYMENT SEMARANG WITH PT. WAE IN OPTIMIZING THE ZERO WASTE PROGRAM

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ABSTRACT

This research aims to know the communication of the partnership of BPJS Ketenagakerjaan in optimizing the Zero Waste program through the Rapel PT WAE application in the Semarang Region in 2024, along with the obstacles and solutions. This research occurred at the BPJS Ketenagakerjaan Office and the PT WAE Office in Semarang. This study uses a qualitative descriptive method. Data collection techniques use interviews, observations, documentation, and literature studies. This study uses the main theories of CMC, RDT (Relational Dialectics Theory), and Interaction Analysis. The results indicate that communication runs in two directions and is linearly carried out directly face to face and indirectly via email and using WA Group media, by creating the Borobudur tour event, meetings, and joint discussions. The obstacles are 1) differences in policies that are seen by PT WAE where the policy becomes profit oriented 2) External factors where users must compete with scavengers to get materials because of the quantity factor of the provisions of the Rapel officers 3) Lack of socialization and delivery of information appropriately to users for the provisions of garbage pick up from the Rapel officers 4) Communication is not only on one media.

INTRODUCTION

BPJS Ketenagakerjaan (Employment Social Security) is a policy and solution introduced by the government to address various issues in the workforce. This program protects workers against a range of potential risks, such as workplace accidents, death, preparation for old age, and retirement. Although its initial purpose was to safeguard workers so that their minimal needs and those of their families could be met, it has since evolved. Through a membership strategy, specifically an extensification strategy, BPJS Ketenagaker-

jaan optimizes its efforts based on Presidential Instruction Number 2 of 2021, focusing on 10 priority sectors. BPJS Ketenagakerjaan also demonstrates concern for middle-to-lower-income communities. One of their programs related to this is Zero Waste. Zero Waste, or waste-free living, is a concept that encourages society to use single-use products more wisely to reduce the quantity and negative impact of waste. The goal is to prevent waste from ending up in landfills, thereby conserving resources and preserving the environment.

According to the Zero Waste International Alliance, Zero Waste is the conservation of all resources through responsible production, consumption, reuse, and recovery of products and packaging, without burning or disposing of them in ways that threaten the environment or human health, such as dumping into land, water, or air. Recognizing the shared commitment between BPJS Ketenagakerjaan and PT WAE, the two entities have established a partnership.

However, a noticeable phenomenon is the low public awareness of this program, as many people believe that collecting waste requires significant effort and time while yielding minimal financial returns. Another challenge lies in the communication between BPJS Ketenagakerjaan and PT WAE, which has become more apparent as their contract has not yet been renewed for certain reasons. This was evident in the first interview with a BPJS representative, Mr. Alif Sutadinala, the Head of the Rapel Semarang Branch, who manages the waste bank. He explained that the obstacles faced include miscommunication regarding the criteria for collectible waste, quantity, various types, and pickup scheduling, all of which require better management. Effective communication is crucial to the success of any program. (Pandjaitan, 2020). If there are obstacles in communication, this can prove to be fatal. Effective communication is the cornerstone of any successful partnership or program, as it ensures clarity, alignment, and mutual understanding between all parties involved. Miscommunication or a lack of communication can lead to misunderstandings, inefficiencies, and even the failure of the initiative. (Mele et al., 2021)

In the context of the collaboration between BPJS Ketenagakerjaan and PT WAE, unresolved communication issues could hinder the optimization of the Zero Waste program, delay progress, and diminish the trust and synergy necessary for achieving shared goals. Therefore, addressing these communication barriers promptly and strategically is essential to ensure the program's sustainability and success. (Mikke Setiawati & Makkuraga Putra, 2021). Therefore, this issue has become a significant impediment and a primary

obstacle to the partnership collaboration between PT WAE and BPJS Ketenagakerjaan. Communication is a fundamental and vital social process in human life. This is because every individual, whether traditional or modern, engages in the process of communication, which is closely tied to how humans sustain their lives through both verbal (language and speech) and nonverbal (symbols, signs, and body gestures) communication (Zailani & Ulinnuha, 2023).

Communication is a process through which individuals, groups, organizations, and societies transmit and utilize information to coordinate their environment and interact with others (Abas et al., 2020). There are several types of communication, including interpersonal communication, group communication, and organizational communication (Misnan & Barizki, 2021). Organizational communication can be defined as the process of interpreting messages among communication units that are part of a specific organization (Musfita & Pandjaitan, 2021). Communication serves as a bridge for all forms of partnership collaboration, especially between BPJS and the community or corporate partners.

This is the background for this research: the curiosity and desire to uncover the what, how, and why of the communication and partnership collaboration between BPJS Ketenagakerjaan and PT WAE through the Rapel application to optimize the Zero Waste program in the Semarang region, as well as to identify the challenges and propose solutions.

METHOD

This research employs a qualitative descriptive method, which provides a comprehensive explanation and analysis of various aspects related to an individual, a group, an organization, a program, or a social situation (Yusanto, 2020). The data for this study consists of primary data (interviews and observations) and secondary data (literature reviews and documentation studies). The data analysis technique utilizes the interactive model by Miles and Huberman (Setiawan et al., 2022), which involves organizing the data, structuring it

into categorical patterns, and breaking it down into fundamental descriptive units. This approach ensures a systematic and in-depth exploration of the research subject, enabling a thorough understanding of the communication dynamics and partnership collaboration between BPJS Ketenagakerjaan and PT WAE in optimizing the Zero Waste program.

RESULT AND DISCUSSION

Communication Patterns

The communication pattern established between the BPJS Ketenagakerjaan team and its collaboration with PT WAE is two-way, as both companies share the same goal: to provide environmental benefits through the management of waste and recyclable materials that can be converted and monetized. This initiative represents an innovation aimed at creating mutual benefits by introducing a breakthrough to help foster a clean, healthy, and beautiful environment.

As explained by one of the key informants involved in the implementation of the BPJS Ketenagakerjaan Zero Waste Program: "Communication is conducted in a two-way manner between BPJS Ketenagakerjaan and PT WAE, with the initial goal of providing education to a village in Demak. This education focuses on managing inorganic waste in their environment, which can later be converted into monetary value and managed as a source of contributions for BPJS Ketenagakerjaan."

The communication between BPJS Ketenagakerjaan and PT WAE operates linearly: *"So far, it has been linear. This collaboration also contributes to the success of the Sustainable Development Goals (SDGs) initiated by the government, and BPJS Ketenagakerjaan itself has actively supported these sustainable development objectives."*

Below is an illustration of the linear communication model being referred to. This linear communication model reflects a straightforward and structured exchange of information, ensuring that both parties remain aligned in their efforts to achieve shared environmental and social goals.

However, as previously highlighted, the effectiveness of this communication is crucial to overcoming challenges and ensuring the program's long-term success.

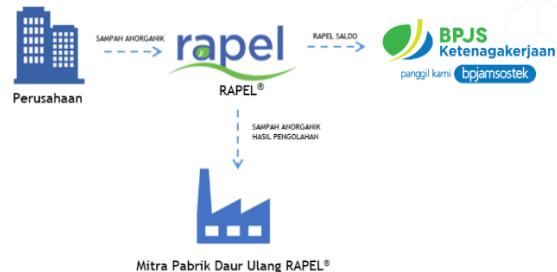


Figure 1. Linear Communication Between PT WAE and BPJS Ketenagakerjaan
(Source: processed by the researcher)

The linear communication model depicted in Figure 1 illustrates the direct and structured flow of information between PT WAE and BPJS Ketenagakerjaan. This model emphasizes a one-directional yet collaborative approach, where both parties exchange information, ideas, and feedback to achieve their shared objectives, particularly in optimizing the Zero Waste program.

In this model: (1) PT WAE acts as the initiator or implementer, providing data, reports, and operational updates related to waste management and conversion processes. (2) BPJS Ketenagakerjaan serves as the coordinating and supporting entity, offering guidance, resources, and strategic direction to ensure the program aligns with broader environmental and social goals, such as the Sustainable Development Goals (SDGs).

This linear communication framework ensures clarity and accountability, as each party has a defined role in the partnership. However, as noted earlier, the effectiveness of this model relies heavily on consistent and transparent communication to address potential challenges, such as misalignment in waste criteria, scheduling, or operational expectations. By maintaining this structured communication flow, both PT WAE and BPJS Ketenagakerjaan can work synergistically to achieve their mutual goals, contributing to a cleaner environment and sustainable community development.

Table 1. Communication Patterns in the Partnership

No	Informant	Communication Patterns	Setting
1	Informant 1 Nurul Rahmawati	Two-way communication	Zero Waste Program (Rapel)
2	Informant 2 Mochamad Ichmal	Communication intensity	Program of zero waste
3	Informant 3 Alif Sutadinala	Communication via WhatsApp	Program of zero waste
4	Informant 4 Marta Yenni	Integrated online meetingsband social media	Tour de Borobudur
5	Informant 5 Indri Harsanti	Social media (Instagram)	Rapel Application Education

Source: processed by the researcher

This table outlines the various communication patterns employed by different informants in the partnership between BPJS Ketenagakerjaan and PT WAE. Each informant utilizes distinct communication methods tailored to specific programs and objectives, reflecting the adaptability and diversity of their collaborative efforts. These patterns highlight the importance of effective communication in achieving the goals of initiatives such as the Zero Waste Program and other community-focused projects.

Both parties firmly believe that communication is a vital element in their partnership collaboration. However, misunderstandings can still occur due to internal or external communication barriers between the collaborating entities. Communication barriers arise when the message conveyed by the speaker is interpreted differently by the recipient. This can be caused by unclear delivery of the message, incomplete information, or misinformation (Sahid & Budianto, 2022).

The relationship between BPJS Ketenagakerjaan and PT WAE has been established for a relatively long time. However, at the time of this research, the collaboration was temporarily inactive due to several mechanisms that still needed improvement. This aligns with the statement of one of the informants: *"The biggest conflict and obstacle lie in the mechanism of implementing protection. We must first*

establish a payment code for contributions before protection payments can be made. The most significant issue is that sometimes the participants' balances are insufficient, which requires a top-up process, causing some delays."

So far, the collaboration has been conducted professionally, with all information and cooperation handled transparently. This includes determining prices, price changes, waste categorization, and the waste pickup mechanism. During the Borobudur event, BPJS Ketenagakerjaan and PT WAE jointly conducted socialization efforts to encourage participants to implement zero waste practices. In this case, BPJS Ketenagakerjaan serves as the primary initiator in the implementation of the Zero Waste Program.

Nevertheless, the communication barriers in every program are inevitable. As stated by one informant: *"The biggest and most challenging issue is that waste has already been managed by the local community or scavengers, making it somewhat difficult to redirect efforts due to conflicting interests in the area. Changing the community's mindset about using waste to pay for BPJS Ketenagakerjaan contributions is also a hurdle, as the community perceives the prices offered by PT WAE as too low and seeks higher prices elsewhere."* (Ikmal - Informant). This highlights the complexity of aligning stakeholder interests and the need for continuous communication and negotiation to address these challenges effectively.

Table 2. Communication Media Barriers

No	Research Informant	Collaboration Barriers	Description
1	Informant 1 Nurul Rahmawati	Not yet fully operational	The payment code system needs to be simplified.
2	Informant 2 Mochamad Ichmal	Use of WhatsApp	The value provided by Rapel is perceived as too low.
3	Informant 3 Alif Sutadinala	Lack of understanding among BPJS human resources	BPJS members lack understanding of the waste collection system.

4	Informant 4 Marta Yenni	Limited socialization media	Lack of feedback and interaction in communication efforts.
5	Informant 5 Indri Harsanti	Insufficient socialization, Reliance on Instagram only.	Company policies that frequently change.

Source: processed by the researcher

This table outlines the communication barriers identified by the informants in the partnership between BPJS Ketenagakerjaan and PT WAE. Each informant highlights specific challenges, such as the need for a simplified payment system, the low perceived value of the Rapel program, limited understanding among BPJS members, insufficient socialization efforts, and reliance on a single communication platform like Instagram. These barriers emphasize the importance of addressing communication gaps and improving collaboration mechanisms to ensure the success of the Zero Waste program and other initiatives.

From the five informants who participated in in-depth interview sessions, it is evident that the proposed solutions to improve communication between PT WAE and BPJS Ketenagakerjaan include conducting regular evaluation discussions, implementing updates and adjustments for both companies and users of the Rapel application, particularly BPJS Ketenagakerjaan users. Additionally, expanding communication channels and ensuring clear, targeted communication are essential steps.

As for enhancing the partnership collaboration, the solution lies in updating the mechanism of the Rapel application collaboration by revising contracts and policies mutually agreed upon by both parties. This approach ensures that the partnership remains aligned with the evolving needs and goals of both organizations, fostering a more effective and sustainable collaboration. These solutions aim to address the existing communication barriers and operational challenges, ultimately strengthening the partnership and optimizing the implementation of programs such as Zero Waste.

Tabel 3. Perbaikan Pola Komunikasi Kemitraan

No	Informan Penelitian	Solusi Bagi Komunikasi Kemitraan	Solusi Bagi Kerjasama Kemitraan
1	Informan 1 Nurul Rahmawati	Diskusi evaluasi program, pendekatan secara inten	Pembaruan mekanisme ketentuan rapel
2	Informan 2 Mochamad Ichmal	Memberikan ruang bertemu lebih banyak	Pengembangan kontrak zero waste
3	Informan 3 Alif Sutadinala	Memperbaikanyak diskusi	Penyesuaian kontrak dan kebijakan
4	Informan 4 Marta Yenni	Menambah media komunikasi	Mengadakan Event bersama
5	Informan 5 Indri Harsanti	Menambah media komunikasi	Penyesuaian kebijakan

Sumber: Olahan Peneliti

Table 4. Improvements in Partnership Communication Patterns

No	Research Informant	Solutions for Partnership Communication	Solutions for Partnership Collaboration
1	Informant 1 Nurul Rahmawati	Program evaluation discussions, intensive engagement	Updating the Rapel mechanism terms
2	Informant 2 Mochamad Ichmal	Providing more opportunities for face-to-face meetings	Developing a Zero Waste contract
3	Informant 3 Alif Sutadinala	Increasing discussion frequency	Adjusting contracts and policies
4	Informant 4 Marta Yenni	Adding more communication channels	Organizing joint events
5	Informant 5 Indri Harsanti	Expanding communication media	Policy adjustments

Source: Processed by the researcher

This table outlines the proposed solutions from the informants to improve both communication and collaboration in the partnership between PT WAE and BPJS Ketenagakerjaan. The solutions focus on enhancing communication through regular

evaluations, increased engagement, and additional media channels, while collaboration improvements emphasize updating mechanisms, adjusting contracts, and organizing joint initiatives. These steps aim to address existing challenges and strengthen the partnership for more effective program implementation.

Analysis from the Perspective of Relational Dialectics Theory (RDT)

According to Relational Dialectics Theory (RDT), all two-way communication stems from dialogue, which serves to build relationships. However, Baxter and Montgomery argue that there will always be ongoing tensions between contradictory impulses when such efforts are made (R. P. M. Sari, 2020).

This is evident in the communication and partnership collaboration efforts of BPJS Ketenagakerjaan. To optimize the Zero Waste Program through the Rapel application by PT WAE in the Semarang region in 2024, the informants highlighted the following: (1) Dialogue between BPJS Ketenagakerjaan and PT WAE: Communication occurs through social media, WhatsApp, and joint meetings between the BPJS team and the PT WAE team. (2) Tensions in the relationship: for instance, when setting policies, users of the application must meet very high criteria for waste deposits to be picked up. This tension arises from the application users, who find the criteria challenging.

These dynamics align with RDT, as the partnership experiences both connection and contradiction, requiring ongoing negotiation to maintain balance and progress.

Analysis of Interaction Theory

The analysis of interaction processes consists of six categories (Pribadi & Alafariasaujana, 2023), which are also applicable to the communication and partnership collaboration efforts of BPJS Ketenagakerjaan in optimizing the Zero Waste Program through the Rapel application by PT WAE in the Semarang region in 2024. According to the informants, the core problematic interactions are as follows: (1) Communication Issues: if group

members do not provide sufficient information to one another, the group will experience communication problems. This is evident in the waste pickup process by Rapel, which still faces issues with quantity and pickup requirements. (2) Evaluation Issues: if group members do not share their opinions, the group will face evaluation problems. However, in reality, team members provide suggestions and feedback, leading to in-depth discussions about the sustainability of the partnership between PT WAE and BPJS. (3) Supervision Issues: if group members do not ask questions or offer suggestions, the group will encounter supervision problems. In this case, each group actively participates in discussions by asking questions and providing input. (4) Decision-Making Issues: if group members cannot reach an agreement, they will face decision-making problems. In practice, some agreements, such as specific terms in the Rapel application, still need to be reviewed. (5) Tension Issues: if there is insufficient dramatization, tension problems will arise. Dramatization refers to releasing tension by sharing stories and experiences. Joint discussions and meals during meetings have helped build a positive relationship between the two parties. (6) Reintegration Issues: if group members are not friendly and cooperative, there will be reintegration problems, meaning the group cannot rebuild cohesion. In practice, all members involved in the Zero Waste Program maintain good harmony, as evidenced by shared meals and collaborative activities.

Both the Relational Dialectics Theory and Interaction Theory provide valuable insights into the communication and collaboration dynamics between BPJS Ketenagakerjaan and PT WAE. While the partnership demonstrates strong dialogue and cooperation, tensions and challenges persist, particularly in policy implementation and user engagement. Addressing these issues through improved communication, regular evaluations, and collaborative decision-making will be crucial for the success of the Zero Waste Program and the sustainability of the partnership.

Corporate Social Responsibility (CSR) Strategy

According to Hadi and Udin (2021) and Kusuma (2024), CSR is an action rooted in a company's ethical considerations, aimed at improving the economy and quality of life for employees and their families, as well as enhancing the quality of life for the surrounding community. (Kusuma et al., 2024)

This aligns with the partnership between BPJS Ketenagakerjaan and PT WAE. The CSR models implemented include: (1) Direct Involvement: the company directly provides CSR programs, such as the establishment of waste banks in specific areas, carried out by PT WAE. (2) Partnerships with Other Entities: The company collaborates with social and non-social institutions to execute its programs, such as the partnership between PT WAE and BPJS Ketenagakerjaan in implementing the Zero Waste Program.

Partnership Communication Patterns

One of the key principles in management is collaboration. Collaboration can be effectively executed when there is dialogic communication between managers and subordinates, as well as among all employees involved in organizational activities. Effective responses and feedback from communicators indicate that the message has been received, targets have been met, and two-way communication has been established (Noviyanti et al., 2023).

This is evident in the communication process between BPJS Ketenagakerjaan and PT WAE. Key observations include: (1) Mutual Chemistry: in this partnership, no party is positioned as a subject or object; all are equal subjects. (2) Multi-Party Collaboration: The Zero Waste Program implemented by BPJS Ketenagakerjaan Semarang through the RAPEL application by PT WAE demonstrates effective collaboration among various stakeholders, including the government, companies, and the community. Open and structured communication among stakeholders enables clear information exchange regarding the program's goals and benefits. (3) Effective Information Delivery: The RAPEL application serves as an efficient tool for disseminating information about waste management practices and the benefits of

the Zero Waste Program. Through the app, users can easily access guides, tutorials, and the latest news on waste management, enhancing community understanding and participation. (4) Feedback and Evaluation: The partnership's communication strategy includes a feedback mechanism that allows users to provide input on the program. This helps BPJS Ketenagakerjaan and PT WAE evaluate the program's effectiveness and make continuous improvements based on community feedback. (5) Increased Environmental Awareness: The communication strategy also contributes to raising environmental awareness among the community. Through integrated campaigns and educational programs within the app, the community gains a better understanding of the importance of waste management and its environmental impact.

By implementing effective partnership communication, the Zero Waste Program not only achieves its waste reduction goals but also fosters mutually beneficial relationships between BPJS Ketenagakerjaan, PT WAE, and the community. This holistic approach ensures the program's sustainability and long-term success.

Barriers to Partnership Communication

Several experts define partnership communication as strategic communication aimed at building mutually beneficial relationships between organizations and the public. Van Riel, in a study by (Tanjung et al., 2023), defines it as a management instrument where all forms of communication, both internal and external, are used consciously and coordinated as effectively and efficiently as possible. However, communication barriers are inevitable. Research findings indicate that the barriers to partnership communication can be mapped as follows:

Table 5. Research Findings

No	Partnership Communication Barriers
1	<ol style="list-style-type: none"> 1. Communication Mechanism Factors <ul style="list-style-type: none"> - Issues related to the systems, processes, or tools used for communication between partners, which may lead to inefficiencies or misunderstandings. 2. Environmental Factors

	<ul style="list-style-type: none"> - External conditions or circumstances, such as geographical, social, or economic environments, that may affect the effectiveness of communication and collaboration. <p>3. Workforce Factors, Social Gaps, and Discrimination Against Workers</p> <ul style="list-style-type: none"> - Challenges arising from workforce management, including social inequalities and discriminatory practices toward workers, which can hinder teamwork and morale. <p>4. Differences in Facilities, Allowances, and Salary Deductions by Outsourcing</p> <ul style="list-style-type: none"> - Disparities in the provision of facilities, benefits, and salary cuts implemented by outsourcing practices, which may create dissatisfaction or inequities among workers. <p>(Ingratubun et al., 2023) Source/DOI: https://journal.atvi.ac.id</p>	<p>communication can hinder collaboration and trust.</p> <p>3. Technical Barriers</p> <ul style="list-style-type: none"> - These occur due to the absence of communication tools for employees to interact with their leaders. Without proper communication channels, important information may not be conveyed effectively, leading to gaps in understanding and coordination. <p>4. Physical Barriers</p> <ul style="list-style-type: none"> - These are caused by a noisy work environment filled with the sounds of production machinery, leading to message distortion. The loud environment makes it difficult for employees to hear and understand each other clearly, affecting the accuracy of communication. 						
2	<p>a. Coordination Across Lines</p> <ul style="list-style-type: none"> - The need for effective coordination between different departments, teams, or levels within the organization to ensure smooth communication and collaboration. Poor coordination can lead to misalignment and inefficiencies. <p>b. External Factors (Media)</p> <ul style="list-style-type: none"> - The role of external media, such as news outlets, social media, or other communication channels, in shaping perceptions and influencing the partnership. Negative media coverage or misinformation can create challenges for the partnership. <p>c. Internal Factors</p> <ul style="list-style-type: none"> - Issues within the organization itself, such as organizational culture, leadership styles, internal policies, or resource limitations, that may impact communication and collaboration efforts. Addressing these internal factors is crucial for improving partnership dynamics. <p>(Stellarosa & Andre, 2021) Source/DOI: https://journal.lspr.edu</p>	<p>These barriers: semantic, human, technical, and physical, highlight the challenges in maintaining effective communication within the workplace. Addressing these issues requires implementing solutions such as language training, fostering a supportive leadership style, providing appropriate communication tools, and creating a quieter work environment to ensure clear and efficient communication.</p> <p>(Saibuma, 2020)</p> <p>Source/DOI : https://dspace.uc.ac.id</p>						
3	<p>1. Semantic Barriers</p> <ul style="list-style-type: none"> - These occur because some employees in the production division cannot speak Indonesian, leading to difficulties in communication, both vertically (between different levels of hierarchy) and horizontally (among peers). This language gap can result in misunderstandings and inefficiencies. <p>2. Human Barriers</p> <ul style="list-style-type: none"> - These arise from the leadership side due to the application of harsh leadership styles, creating a negative perception among employees. Employees may view the leader as uncompromising, leading to fear and reluctance to communicate openly with the leader. This lack of 	<p>Company internal policies, the lack of aggressiveness of the facilitation team, and the insufficient dissemination of program information to the public.</p> <p>(Rauf et al., 2024)</p> <p>Source/DOI : https://jurnal.unifa.ac.id</p> <p>4</p> <ol style="list-style-type: none"> 1) Barriers to interactive communication integration between the two teams. 2) Lack of communication processes, lack of shared ownership and responsibility, and 3) Poor information sharing, including dialogue between teams. <p>(Musfita & Pandjaitan, 2021) Source/DOI https://scholar.google.com</p>						
		<p>Source: Processed by the Researcher</p> <p>Table 6. Partnership Communication Barriers</p> <table border="1"> <thead> <tr> <th data-bbox="847 1702 1081 1799">Partnership Collaboration Barriers</th> <th data-bbox="1081 1702 1271 1799">Rapel Collaboration Barriers</th> <th data-bbox="1271 1702 1389 1799">Literature Source</th> </tr> </thead> <tbody> <tr> <td data-bbox="847 1799 1081 2021">Internal Barriers (attitudes and behaviors, such as lazy, forgetful, or rushed staff)</td> <td data-bbox="1081 1799 1271 2021">(differences in company policies)</td> <td data-bbox="1271 1799 1389 2021">(Noviyanti et al., 2023) Source/DOI: https://ijh.im.stikesmhk.ac.id</td> </tr> </tbody> </table>	Partnership Collaboration Barriers	Rapel Collaboration Barriers	Literature Source	Internal Barriers (attitudes and behaviors, such as lazy, forgetful, or rushed staff)	(differences in company policies)	(Noviyanti et al., 2023) Source/DOI: https://ijh.im.stikesmhk.ac.id
Partnership Collaboration Barriers	Rapel Collaboration Barriers	Literature Source						
Internal Barriers (attitudes and behaviors, such as lazy, forgetful, or rushed staff)	(differences in company policies)	(Noviyanti et al., 2023) Source/DOI: https://ijh.im.stikesmhk.ac.id						

Poor Resource Quality	Lack of understanding of Rapel education among users • Social Gaps • Discrimination Against Workers, such as wage disparities between workers, • Allowances and Salary Deductions by Outsourcing	(E. R. Y. Sari et al., 2023) Source/ DOI : https://ejournal3.undip.ac.id (Ingratubun et al., 2023) Source/ DOI : https://journal.atvi.ac.id
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Source: Processed by the Researcher

Table 7. Types of Communication Barriers

No.	Type of Barrier	Description
1	Technical Barriers	Differences in communication tools, platforms, or technologies used by the partners.
2	Cultural Barriers	Differences in organizational culture, values, or work practices between the partners.
3	Structural Barriers	Hierarchical or bureaucratic structures that slow down decision-making and information flow.
4	Psychological Barriers	Misunderstandings, mistrust, or lack of openness between individuals or teams.
5	Linguistic Barriers	Differences in language or terminology that lead to misinterpretation of messages.
6	Resource Barriers	Limited human, financial, or technological resources to support effective communication.
7	Policy Barriers	Differences in organizational policies or regulations that hinder alignment and collaboration.
8	Feedback Barriers	Lack of timely or constructive feedback, leading to unresolved issues and misalignment.

Source: Processed by the Researcher

CONCLUSION

The communication patterns and partnership collaboration of BPJS

Ketenagakerjaan to optimize the Zero Waste Program through the Rapel application by PT WAE in the Semarang region in 2024 are implemented as follows: (a) Communication is conducted in a two-way and linear manner, characterized by discussions and feedback in the exchange of messages between the two parties. (b) Communication takes place both directly (face-to-face) and indirectly, through email and WhatsApp groups. (c) Another form of partnership is the joint organization of the Borobudur Tour event to socialize the Zero Waste Program. (d) Communication gaps and program issues are evaluated through meetings and joint discussions, as well as the exchange of ideas from both parties, which later serve as a basis for decision-making. The partnership communication barriers that occur include: (1) Policy differences, particularly at PT WAE, which is more profit-oriented. (2) External factors, where users must compete with scavengers to obtain materials due to the quantity requirements set by the Rapel officers. (3) Lack of socialization and accurate information delivery to users regarding the waste pickup requirements by Rapel officers. (4) Communication mechanisms that need improvement to avoid monotony and reliance on a single communication medium. BPJS Ketenagakerjaan and PT WAE demonstrates a structured approach to optimizing the Zero Waste Program. However, addressing the identified barriers, such as policy alignment, external competition, information dissemination, and communication mechanisms, is crucial for enhancing the program's effectiveness and achieving its goals.

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