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Retribution Parking Strategy For The Department Of Transportation: A Hybrid Swot

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Lampiran 3 Artikel Ilmiah Terbit

**RETRIBUTION PARKING STRATEGY FOR
THE DEPARTMENT OF TRANSPORTATION: SWOT ANALYSIS**

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Abstract

Less optimal parking space management is one of the parking problems in Ponorogo Regency. The consequences arising from the management of parking spaces include narrowing of the road that can interfere with traffic functions. The problem of parking in addition to the management of parking spaces is cheating the parking attendant in determining the tariff, causing leakage in the sector of parking levy receipts at the edge of public roads. The location of this scientific research is in Ponorogo Regency. In this study used descriptive qualitative research using primary data through in-depth interviews and field observations are used as data collection techniques. The purpose of this study was to identify the cause of the number of parking levy receipts at the edge of public roads leak and analyze the appropriate strategy for parking problems in Ponorogo. The analysis of the data used is SWOT analysis, shows that competitive strategies that can be used include the implementation of electronic parking, parking receipts in the form of coupons with prizes, maintaining the consistency of parking services, and optimizing the arrangement of parking spaces in Ponorogo Regency.

Keywords : Development Strategy, Ponorogo, Retribution Parking, SWOT Analysis

Introduction

Local governments are given the power to organize and run their own households during the development of a region. Improving community access to government services is the goal of regional independence. In accordance with the authority, it is expected that local governments will be better prepared to explore the sources of existing local revenue through local revenue (PAD). With the regional income, it can be a measure of the ability of the region from something that can be explored by the region. One of the sources that has a potential revenue revenue in Ponorogo is the regional retribution sector. Regional Retribution will be used to meet the financial needs of the region in carrying out development and government activities, daerah retribusi will be applied. The Department of Transportation is an institution of regional work units (SKPD).

The role of the Department of Transportation is very important, especially in an effort to create improved parking. Department of Transportation is an organization that has the function of coordination and administrative technical services to all vertical apparatus or local government agencies in the field of Transportation. Department of Transportation one of them is engaged directly in the public service sector parking.

The parking problem that occurs in Ponorogo Regency at this time is the process of collecting the parking levy has not been carried out properly so that the entry of the parking levy has not reached the desired target during 2017-2021. The collection of parking rates is abused by illegal parking attendants by asking for rates exceeding normal rates. The requested tariff can be twice to three times higher than the tariff determined by regional Regulation No. 95 of 2017. The specified tariff should be Rp 1,000, - for 2 (two) wheeled vehicles, and Rp 2,000, - for 4 (four) wheeled vehicles, but on realization in the field illegal parking attendants ask for Rp 2,000, - for 2 (two) wheeled vehicles, and Rp 3,000,- for 4 (four) wheeled vehicles up to Rp 5,000, - at the time of incidental activities.

The following is data on the Target and realization of revenue receipts for the parking levy sector at the edge of public roads in Ponorogo Regency in 2017-2021..

Table 1. Target and realization of parking levy at the edge of public roads in Ponorogo

Year	Target (IDR)	Realization (IDR)	Realization Percentage (%)
2017	800.000.000	725.525.000	90,7
2018	800.000.000	862.900.000	107,9
2019	1.000.000.000	875.000.000	87,5
2020	725.000.000	596.898.000	82,3
2021	750.000.000	641.280.000	85,5

Source: BPPKAD District. Ponorogo

Based on the Table 1, it can be seen that the collection of parking levy in Ponorogo Regency is not optimal because it can be seen from the table from 2017-2021, the realization of parking levy in Ponorogo Regency has not met the target, except in 2018 the receipt of levy revenue rose to 7.9% of the desired target.

Not only is this a parking problem in Ponorogo Regency, but most parking attendants do not provide tickets in the form of levy receipts to the public so that they can attract parking above the normal rates set by The Local Government. This of course has become a violation of the law and is an illegal levy. So that the Department of Transportation as a related agency together with the Local Government seeks to strive to increase revenue sector parking levy on the edge of public roads in order to meet the specified target.

Methodology

The location of the research in the framework of writing this scientific paper is in Ponorogo regency, East Java province. The research method used is descriptive qualitative research by applying SWOT analysis to obtain an overview

of how the development strategy to handle public roadside parking services in order to increase local revenue (PAD) in Ponorogo.

The Data used are primary data collected using in-depth interview techniques, which are techniques to obtain information directly by asking the first person who is considered to be able to answer the questions asked (Mukhtar, 2013). In addition to conducting interviews, researchers also conducted direct observations at the Department of Transportation Ponorogo Regency and at several parking points in Ponorogo Regency.

Subjects in this study are the Department of Transportation, Parking attendants, and community users of parking services. While the object of this research is parking levy at the edge of public roads. The subject was chosen because the variables above aims to analyze the factors that cause the number of revenue leakage in the parking levy sector and analyze the right strategy to minimize it.

The following tools are used to compile strategic factors for the development of public roadside parking services in Ponorogo Regency called SWOT analysis matrix:

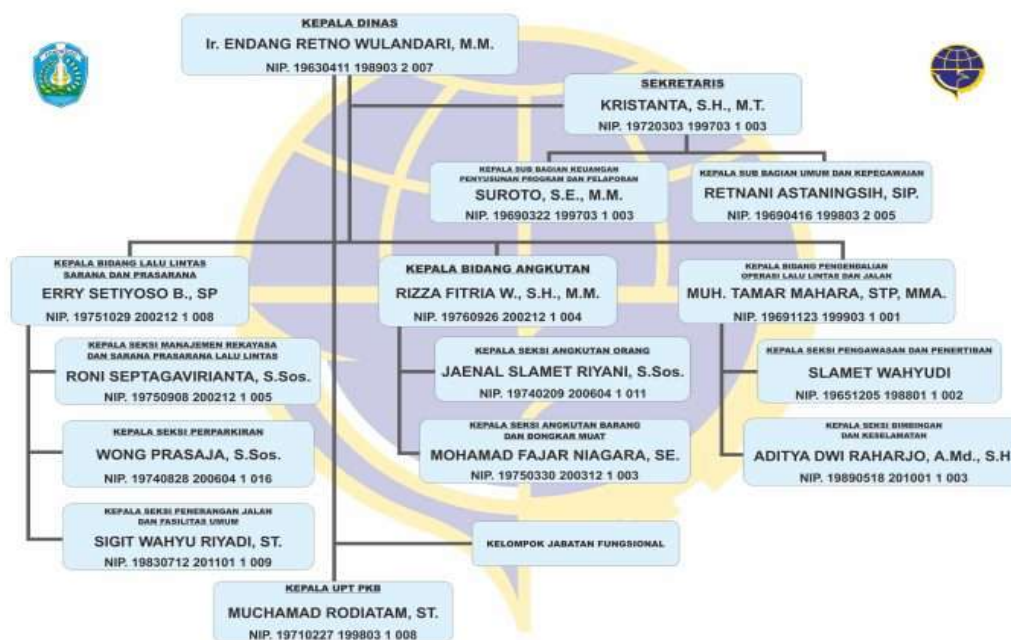
Table 2. Example of SWOT Matrix

	IFAS	STRENGTHS (S)	WEAKNESSES (W)
EFAS			
OPPORTUNITIES (O)		STRATEGI (SO)	STRATEGI (WO)
THREATS (T)		STRATEGI (ST)	STRATEGI (WT)

1. SO Strategy
This strategy is based on the idea of using the full power of the company and capturing as many opportunities as possible.
2. ST strategy
Strategies that use the power of the company to overcome threats.
3. strategy WO
This strategy is based on exploiting existing opportunities by minimizing existing weaknesses.
4. WT strategy
This strategy is based on defensive operations and seeks to reduce existing weaknesses and avoid threats.

Results And Discussion Management Structure Of Department Of Transportation

Figure 1. Map Department Of Transportation Ponorogo



Source: Department Of Transportation Ponorogo

Parking Section

Has the task of preparing the location appointment planning, construction, development, management and physical maintenance of parking lots.

In carrying out the task, the parking section performs the function:

1. Preparation of program plans, activities in the framework of the implementation of technical policies in the field of management, control and Parking Services;
2. Management and Organizational Development, General Administration of personnel and Finance Technical Implementation Unit (UPT) Perparkiran;
3. Implementation, managing administrative tasks UPT Perparkiran;
4. Implementation of licensing and construction of parking facilities for the public;
5. Preparation of coordination materials for determining the location of parking facilities for the public;
6. Operation of parking facilities for the public;
7. Preparation of parking development and construction materials;
8. Implementation of parking levy management;
9. Implementation of evaluation and reporting on the implementation of tasks in the field of parking.

Based on Ponorogo Regent Regulation Number 76 of 2016 on the duties and functions of the Ponorogo Regency Transportation Office, the Transportation

Office has the task of assisting the Regent in carrying out local government affairs in the field of Land Transportation. To carry out these tasks, the Department of Transportation performs the function:

1. Formulate technical policy in the field of Transportation;
2. Organizing government affairs and public services in the field of Transportation;
3. Construction and implementation of tasks in the field of relations;
4. Administration, administrative management, and domestic affairs office;
5. Implementation of coordination with government/private institutions related to the scope of duties in the field of Transportation;
6. Implementation of other tasks assigned by the Regent;

Organization Structure Management Department Of Transportation Ponorogo

- A. Head Of Department
- B. Secretary
 - a. Head of Sub Division of Finance and Program preparation and reporting
 - b. Head of Sub Division General and personnel
1. Head of traffic facilities and infrastructure
 - a. Head of Traffic Engineering and Infrastructure Management Section
 - b. Head Of Parking Section
 - c. Head of section of Road Lighting and Road facilities
2. Head of Transportation
 - a. Head Of People Transport Section
 - b. Head of freight and loading and unloading section
3. Head of traffic and Road Operations Control
 - a. Head of supervision and understanding Section
 - b. Head of guidance and Safety Section
4. Head of UPT PKB
5. Functional Position Groups

Research Site Conditions

Ponorogo Regency is a Regency with a fairly positive economic development. Urban centers are often used as economic centers and public services. In the economic sector, Ponorogo Regency is dominated by a very diverse informal sector such as groups of angkringan stall traders, food stall traders, and various fashion shops or other goods and services. Many immigrants come to Ponorogo Regency either to carry out economic activities, public services, or just to visit.

The average operating hours start at 08.00 WIB until 21.00 WIB, with the change of shift done two or three times. Parking attendants on guard in the morning began to open the store around 08.00 WIB to 13.00 WIB, during the day alternate with other officers from 13.00 WIB to 17.00 WIB, while the last shift began to guard 17.00 WIB to close the store or around 21.00 WIB.

Interview Results Research Informants

The search for informants was carried out by going to the head of the parking Section at the Ponorogo Regency Transportation office, parking attendants, and the public who were in several areas of parking points in Ponorogo Regency. Researchers conducted interviews in the morning, afternoon, and evening hours to adjust the shift work time of parking attendants. Researchers conducted interviews in the hope of obtaining information related to the problem of parking in Ponorogo. From the interviews conducted researchers mmeperoleh informant characteristics as follows:

Here is an interview conducted by researchers with the head of the parking section that:

“Almost every day my men took to the field to supervise the parking lot attendant. supervision is carried out not only about the levy but also about the location of parking that does not cross the predetermined limit, so as not to hamper traffic and supervisors are easy to monitor any point that is still negligent in not providing tickets to parking service users. To facilitate the process of revenue sharing or deposit levy. We provide parking tickets every 1 deposit and adjusted to the target at each parking point. Each parking point is actually more effective if 1 parking attendant holds 10 meters, but in fact 1 parking attendant can hold 20 meters.” (WP interview Wednesday, November 9, 2022).

From the above interviews, the authors concluded that personnel from the parking section almost every day down to the field to supervise the parking attendant in carrying out parking levy charges to avoid any deviation parking tickets that encourage the leakage of parking levy receipts. The Department of Transportation provides parking tickets for every 1 deposit and parking tickets are adjusted to the target at each parking point. Personnel section parking also supervise the location of parking points that do not exceed the limits that have been determined so as not to impede the passage of traffic, with the hope of 1 parking attendant 10 meters so that it can be effective but there are some parking points with a length of 20 meters only held 1 parking attendant.

Here is an interview conducted by researchers with parking attendants that:

- a. Suroto (42), Imam (39), and Didik (36) stated that:
“In doing the parking levy I adjust to local regulations that have been set with Rp 1,000 for 2 (two) wheeled vehicles and Rp 2,000 for 4 (four) wheeled vehicles. The collection management system of the Department of Transportation is usually 1: 2. For my own parking ticket, I do not give it to the user because the user actually does not care about the most important thing is that the vehicle can be parked neatly. If the use of electronic parking I agree only if the application is not complicated”. (Interview Friday, November 11, 2022 and Monday, December 5, 2022)

From the above interviews, the authors concluded that the collection of parking levy has been adjusted to the local regulations of Ponorogo Regency with Rp 1,000 for 2-wheeled vehicles (two) and for 4-wheeled vehicles (four) Rp 2,000. Parking tickets are sometimes not given because parking service users do not ask for it. For the planned use of elektrinic parking, parking attendants agree if the menu display on the application is not too complicated.

- b. Imron (31), and Aji (46) stated that :
“I collect parking for Rp 1,000 for 2 (two) wheeled vehicles and Rp 2,000 for 4 (four) wheeled vehicles. However, on incidental days for 2 (two) wheeled vehicles can be up to Rp 3,000 and Rp 5,000 for 4 (four) wheeled vehicles. As for the use of parking electronics, it is still not agreed, because it must operate the application and arrange the vehicle” (interview Sunday, November 13, 2022 and Tuesday, December 6, 2022).

From the above interviews, the authors concluded that the parking levy on weekdays adjust to local regulations with Rp 1,000 for 2-wheeled vehicles (two) and Rp 2,000 for 4-wheeled vehicles (four). While on the day of incidental parking levy levies can go up to 2 times that initially Rp 1,000 for 2-wheeled vehicles (two) can be Rp 2,000 to Rp 3,000 and for 4-wheeled vehicles (four) which was originally Rp 2,000 can go up to Rp 5,000. But for the use of electronic parking is still less amenable, because it must operate the application and must arrange the vehicle.

Here are the interviews conducted by researchers with community users of parking services that:

- a. Dinda (22) stated that:
“Sometimes there is a parking charge of Rp 1,000 and Rp 2,000 for a two-wheeled vehicle (2) like me. I understand related to local regulations that explain related to parking rates. But I also want to pay Rp 2,000 because my vehicle is parked neatly. For the use of electronic parking, I agree because it can minimize revenue leakage that enters the pockets of parking attendants” (interview Thursday, December 8, 2022)

From the above interview, the author concluded that not all parking attendants adjust the rates that have been set in local regulations. However, this is not a problem for parking service users as long as their vehicles are parked neatly and safely. Community users of parking services also agree to the use of electronic parking to minimize leakage of levy receipts so that they can achieve the desired target.

- b. Bayu (27), and Marisya (24) stated that:
“I give a parking fee of Rp 1,000 for my vehicle at all parking points. Because I know information related to local regulations set by the government, so to pay for parking I do not need to ask in advance what the parking tariff is. If for a parking ticket is not given and did not ask for it because I think there is no parking ticket. I strongly agree if there is an electronic operation of parking, because so that there is no deviation in revenue as long as the payment is still in cash”. (Interview Thursday, December 8, 2022).

From the above interview, the author concluded that the parking users who are aware of local regulations do not want to pay more than the existing provisions and it is not a problem for parking attendants. Parking tickets are rarely given to parking service users and parking service users do not ask because it is considered that the parking ticket is not used. As for the

operation of electronic parking, agree as long as the payment is made in cash and so that there are no deviations in income.

Results of SWOT Matrix Analysis Strategy for the development of parking levy services at the edge of public roads in Ponorogo Regency

The development strategy is created by the systematic identification of several aspects known as SWOT analysis. The analysis is based on logic and takes into account internal and external elements, including the strengths and weaknesses of the data.

The following is a matrix of the results of SWOT Analysis Service retribution parking on public roads in Ponorogo.

Tabel 3. The Result of Matrix SWOT Analysis

<p>EFAS</p> <p>IFAS</p>	<p>STRENGTHS (S)</p> <ol style="list-style-type: none"> 1. The Department of Transportation conducts regular surveillance. 2. Department of Transportation provides attributes to the parking attendant. 3. Department of Transportation sanctions the parking attendant late deposit. 4. The Department of Transportation evaluates the operation of parking facilities. 5. The Department of Transportation regulates illegal parking. 	<p>WEAKNESSES (W)</p> <ol style="list-style-type: none"> 1. Inadequate parking area. 2. There is a parking attendant who has a parking area of more than 20 meters. 3. There are a lot of illegal parking. 4. There are still many parking attendants who are in arrears in parking deposits. 5. Parking attendants only give parking tickets to people who ask.
<p>OPPORTUNITIES (O)</p> <ol style="list-style-type: none"> 1. There is a policy that regulates parking. 2. There is support from The Local Government to regulate parking. 3. The attitude of people who want Parking 	<p>STRATEGI (SO)</p> <ol style="list-style-type: none"> 1. Make agreements between internal parties such as parking attendants with the Department of Transportation to be more cooperative and 	<p>STRATEGI (WO)</p> <ol style="list-style-type: none"> 1. Installing parking signs, can create areas with regular traffic. 2. Local governments create parking tickets with prizes, so that people are orderly to pay

<p>Services effectively.</p> <p>4. There are several potential points that can be used as new parking spaces.</p> <p>5. The attitude of people who want their personal vehicles parked safely.</p>	<p>synergize with each other.</p> <p>2. Use of parking attributes by parking attendants.</p>	<p>for parking.</p>
<p>THREATS (T)</p> <p>1. Unpredictable weather.</p> <p>2. The number of annual vehicle growth is increasing, but the road capacity remains unbalanced.</p> <p>3. Suboptimal use of technology</p> <p>4. There are several parking areas managed by illegal parking interpreters</p> <p>5. The government has not provided the best public transport services.</p>	<p>STRATEGI (ST)</p> <p>1. Make agreements between internal parties such as parking attendants with the Department of Transportation to be more cooperative and synergize with each other.</p> <p>2. Use of parking attributes by parking attendants.</p>	<p>STRATEGI (WT)</p> <p>1. Improve knowledge of human resources technology as a parking attendant.</p> <p>2. Provision of parking spaces.</p>

Source: Processed data

The strengths and weaknesses of the Ponorogo Regency parking tariff service along public roads are clearly illustrated and easily understood based on the SWOT analysis Matrix Table 2 and the opportunities and threats that exist. SWOT-based competitive strategy, namely:

1. **Strategy SO (Strengths-Opportunities)**
 - a. The Local Government developed an effective service system that is easily understood by parking attendants with the use of E-Parking.
 - b. Additional number of personnel to supervise the work of the biller and parking attendant..
2. **Strategy WO (Weaknesses-Opportunities)**
 - a. Installing parking signs, can create areas with regular traffic.
 - b. Local governments create parking tickets with prizes, so that people are orderly to pay for parking.
1. **Strategy ST (Strengths-Threat)**
 - a. Make agreements between internal parties such as parking attendants with the Department of Transportation to be more cooperative and synergize with each other.
 - b. Use of parking attributes by parking attendants.
2. **Strategy WT (Weaknesses-Threat)**

- a. Improve knowledge of human resources technology as a parking attendant.
- b. Provision of parking spaces.

Conclusions

From the results and discussion described above, it can be concluded based on the results of SWOT analysis, that the strategy of development of parking levy for the Department of Transportation in Ponorogo Regency in order to minimize the leakage rate of parking levy receipts include: a. Local governments develop effective service systems and easy to understand by the parking attendant with the use of E-Parking, b. Increase in the number of personnel to supervise the work of Biller and parking attendant, c. Installing parking signs, can create areas with regular traffic, d. Local governments create parking tickets with prizes, so that people orderly to pay for parking, e. Make an agreement between internal parties such as parking attendants with the Department of Transportation to be more cooperative and synergize with each other.f. Improve knowledge of human resources technology as a parking attendant, and g. Provision of parking spaces. The final goal of this study is to minimize the leakage of revenue revenue sector parking levy at the edge of public roads in order to facilitate the process of regional development.

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Lampiran 4 Dokumentasi Penelitian





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