

THE EFFECTIVENESS OF THE PARKING BAN POLICY IN SUKABUMI CITY BY THE SUKABUMI CITY TRANSPORTATION DEPARTMENT

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ABSTRACT

The effectiveness of the parking ban policy in Sukabumi City implemented by the Transportation Department has been regulated by the *Undang-Undang Republik Indonesia Nomor 22 Tahun 2009* concerning Road Traffic and Transportation. This research is motivated by the presence of illegal parking at several points such as *Jalan R.E Martadinata*, *Jalan Gudang Kebonjati*, *Jalan Kramat*, and *Jalan A. Yani*. This research aims to see the effectiveness of the parking ban policy implemented by the Sukabumi City Transportation Agency. This research uses Duncan's theory of effectiveness with three dimensions, namely goal achievement, Integrity, and Adaptation. This research method uses a descriptive qualitative approach with interview, observation, and documentation techniques. The results of this study show that it is quite good but in its implementation, there are still many motorists who do not realize the importance of orderly traffic or obey the rules set by the Sukabumi City Transportation Office.

Keywords: *Effectiveness, transportation department, illegal parking.*

A. INTRODUCTION

With the development of transportation in Sukabumi City, a new problem arose where many people parked their vehicles on the shoulder of the road, the problem caused traffic obstruction which caused community mobility to be slightly hampered. Through the existing problems, the Sukabumi City government has been controlling illegal parking perpetrators.

Based on the *Undang-Undang Republik Indonesia Nomor 22 Tahun 2009* concerning Road Traffic and Transportation in general provisions "Parking is defined as a situation where the vehicle stops or does not move for a while and is left by the driver". In conducting parking management policies in Sukabumi City, it is regulated by articles 16 to 28 of the *Peraturan Daerah Nomor 5 Tahun 2018* concerning the Implementation of Transportation. The *PERDA* is the legal basis for the Sukabumi City Transportation Agency in carrying out parking management on the streets of Sukabumi City. Based on the *PERDA*, it has been elaborated in the *Peraturan Walikota Sukabumi Nomor 69 Tahun 2016* concerning the Parking Engineering Implementation Unit at the Transportation Agency.

The efforts made by the Sukabumi city government in managing parking to be orderly and comfortable are following the *Peraturan Daerah Kota Sukabumi Nomor 5 Tahun 2018* Article 26 states that to control and provide comfort for road users, local governments can transfer vehicles for violations committed by motorists.

Regarding the current problem, there are still many motorists who still park carelessly. The reason is, so far the awareness of the drivers is still minimal as evidenced by the number of vehicles parked in the prohibition zone with traffic signs installed. Therefore, every morning and evening officers conduct patrols at several points that are often used as illegal parking lots (Radar Sukabumi, 2023).

Parking is one of the most common causes of congestion problems in Sukabumi City. With the increase in the number of vehicles that are not proportional to the width of the road. Therefore, the government needs to facilitate special parking for both private vehicle users and public transportation. Illegal parking usually occurs in crowded places such as shopping centers, restaurants, and banks.

Even though the Sukabumi City Transportation Agency (*Dishub*) often conducts illegal parking raids, it does not seem to have a deterrent effect on illegal parking violators. This problem arises because the parking space for cars and motorcycles provided by the government is very limited. To overcome the occurrence of illegal parking, the Sukabumi City Transportation Agency installs appeal stickers and deflates tires on two-wheeled and four-wheeled vehicles that park carelessly.

The roads that are the point of attention of the Transportation Department with many illegal parking violators are *Jalan R.E Martadinata*, *Jalan Kebonjati Warehouse*, *Jalan Kramat*, and *Jalan A. Yani*. Controlling illegal parking needs to be taken seriously by the government seeing that the situation is very disturbing for vehicles that want to pass the road they are on.

The Sukabumi City Government continues to take action against drivers who park illegally. Throughout 2022, 719 units of two-wheeled and four-wheeled vehicles were caught in illegal parking raids. The following is a table of illegal parking violators at the four points that are the focus of the Sukabumi City Transportation Agency (*Dishub*).

Table 1. Illegal parking violators in 2022

NO	Nama Jalan	JENIS KENDARAAN		TEGURAN		HIMBAUAN
		MOBIL	MOTOR	SALAH PARKIR	TROTOAR	
1	Jl. R.E Martadinata	115	149	162	102	264
2	Jl. Gudang Kebonjati	70	79	69	80	149
3	Jl. Kramat	45	57	54	48	102
4	Jl. A. Yani	80	124	204	0	204
	Jumlah	310	409	489	230	719

Looking at the table that has been described, there are four locations that are of special concern by the Sukabumi City Transportation Agency, namely on *Jalan R.E Martadinata*, *Jalan Gudang Kebonjati*, *Jalan Kramat*, and *Jalan A. Yani*. Controlling illegal parking needs to be taken seriously by the government seeing that the situation is very disturbing for vehicles that want to pass through the road. Looking at the table above shows that there are more motorcycle violators than cars. However, the enforcement of this officer does not create a deterrent effect on problematic motorists.

Based on observations made by researchers, there are still many illegal parking violators at several points in Sukabumi City. The Sukabumi City Transportation Agency still often carries out curbs by patrolling, especially those that are the focus of the Transportation Agency, namely *Jalan R.E Martadinata*, *Jalan Gudang Kebonjati*, *Jalan Kramat*, and *Jalan A. Yani*, but the methods used to prevent violations committed by motorists on these roads are not effective because there are many shops, restaurants, hotels and others that do not have adequate parking space.

In this study, researchers will analyze and deepen by using the effectiveness theory of Duncan which includes 3 dimensions, namely the dimensions of goal achievement, adaptation, and integrity. The reason researchers use Steers' effectiveness theory as a tool to analyze is because it is able to overcome a problem that occurs in the field so that it becomes a solution to the problem.

With the increasing volume of vehicles, the Sukabumi City Transportation Office must have a strategy to deal with these problems and adapt to increasingly organized changes. So it requires integrity of the relevant agencies that will carry out curbing without intimidation from other parties.

From the above problems, it can be understood that the parking ban policy in Sukabumi City has not been effective. The Sukabumi City Transportation Office is the authorized agency for parking management. Parking management problems must be resolved immediately because this will reduce the level of illegal parking violators and create orderly traffic. So this is what attracts

researchers to conduct research with the title "Effectiveness of Parking Ban Policy in Sukabumi City by Sukabumi City Transportation Office".

B. LITERATURE REVIEW

Effectiveness

According to Gibson dalam Hertanti (2023:250) Organizational effectiveness, namely production, efficiency, satisfaction, adaptability, and development follows 1. Production: reflects the organization's ability to produce the quantity and quality of output required by the environment. 2. Efficiency: the effectiveness criterion refers to a measure of the use of scarce resource by the organization. 3. Efficiency: comparison between output and input. 4 satisfactions: effectiveness criteria refer to the success of the organization meeting the needs of employees or society. 5. Adaptability: effectiveness criteria that refers to the organization's response to internal and external change. 6. Development: effectiveness criteria, development measure the responsibility of the organization in increasing its capacity and potential to develop.

The definition of effectiveness has shifted slightly, which is not only related to the internal aspects of the organization, but also related to the external aspects of the organization, namely the ability to adapt to the demands of changes in the surrounding conditions. Furthermore, the internal aspects of the organization (efficiency) and these changes must be related to the dynamics of inter-personal relationships of the system as a whole. (indrawijaya,2009:226).

Sri Haryani in Purba (2008: 45), basically the general notion of effectiveness shows the level of achievement of results, often or always associated with the notion of efficiency, although there is actually a difference between the two. Effectiveness emphasizes the results achieved, while efficiency looks more at how to achieve the results achieved by comparing the input and output.

Researchers use effectiveness measurement according to Duncan which has three dimensions, namely (1) goal achievement (2) integrity (3) adaptation. In addition, there is also support by using the legal basis of the *Undang-Undang Republik Indonesia Nomor 22 Tahun 2009* concerning Road Traffic and Transportation.

In this study, researchers will analyze and deepen by using the effectiveness theory of steers which includes 3 dimensions, namely the dimensions of goal achievement, adaptation, and integrity. The reason researchers use Steers' effectiveness theory as a tool to analyze is because it is able to overcome a problem that occurs in the field so that it becomes a solution to the problem.

Etzioni in Indrawijaya (2009: 227) suggests an approach to measuring organizational effectiveness which he calls the system model, which includes four criteria, namely:

1. Adaptation, the adaptation criteria question the ability of an organization to adapt to its environment. For this reason, the benchmarks of the process of procuring and filling the workforce and the scope of the organization's activities for its environment are used.

2. Integrity, the integrity criterion is a measurement of the level of an organization's ability to socialize, develop consensus and communicate with various other organizations.
3. Motivation, this motivation criterion measures the attachment and relationship between organizational actors and their organizations and the completeness of facilities for carrying out the main tasks and functions of the organization.
4. Production, production criteria, namely efforts to measure the effectiveness of the organization in relation to the amount and quality of organizational output and the intensity of organizational activities.

Gergopoulos in Steers, (1985: 50) reviews effectiveness from the point of view of goal achievement, arguing that the formulation of organizational success must pay attention not only to organizational goals but also to the mechanisms for maintaining themselves and pursuing their goals. In other words, effectiveness assessment must be related to the problem of means as well as organizational goals.

Streers argues in his book, trying to build the notion of effectiveness that was originally abstract to be more or less concrete (and measurable), some organizational analysis tries to identify the more prominent aspects related to the concept. Although in a long line of evaluation criteria are used, the most widely used criteria include the following:

- a. Adaptability-flexibility
- b. Productivity
- c. Job satisfaction
- d. Profitability
- e. Resource-sourcing

Definition of Public Service

According to the Indonesian dictionary, service has 3 meanings, (1) about or how to serve; (2) efforts to serve the needs of others by obtaining compensation (money); (3) the convenience provided in connection with the sale and purchase of goods or services. The definition of service according to the American Marketing Association, as quoted by Donal (1984: 22) that service is basically an activity or benefit offered by a party to another party and is essentially intangible and does not result in ownership of something, the production process may also not be coupled with a physical product.

According to the *Undang-undang nomor 25 tahun 2009*, Chapter I, Article 1, paragraph 1 which reads,

"Public service is an activity or series of activities in order to fulfill service needs in accordance with statutory regulations for every citizen and resident for goods, services, and / or administrative services caused by public service providers".

All public administration institutions established by law for the provision of public services and other legal entities created specifically for the provision of public services.

The essence of public service is the provision of excellent service to the community which is a manifestation of the obligations of government officials as public servants. Therefore, the development of public service performance always

involves three main service elements of public services, namely: the elements of the service organizer, the service process and the human resources of the service provider.

As a public service, the ability to serve the community is required, which is a manifestation of the right public service duties, which are expressed in excellent, responsible and transparent service quality, because the demands of society are more emphasized on public administration. Appreciate the quality of service with professional bureaucracy.

While public services according to Ibrahim (2008: 18), that the government/administration should embrace a customer driven paradigm (oriented to the interests of the community) in providing services to the wider community, preparing all devices to fulfill this paradigm systemically (from input-process-output-result/impact), so as to realize quality public services (which are as tangible, reliable, responsive, safe, and empathetic as possible in their implementation).

Road Identifier

According to the *Undang-Undang Nomor 38 Tahun 2004* concerning roads, "roads as a national transport system have an important role, especially in supporting the economic, social and cultural and environmental fields and are developed through a regional development approach in order to achieve balance and equitable development between regions, form and strengthen national unity to strengthen national defence and security, and form a spatial structure in order to realize national development goals".

Based on the *Undang-Undang Nomor 22 Tahun 2009* concerning road traffic and transport:

"that traffic and road transport as part of the national transportation system must be developed to realize security, safety, order, smooth traffic and road transport in order to support economic development and regional development".

The function of the road is to facilitate community access to carry out activities. The government exercises its right to provide facilities in the form of roads that can be enjoyed by people throughout Indonesia.

Likewise, the community must not interfere with the function of the road as mentioned in the *Undang-Undang Nomor 38 Tahun 2004* Article 12 Paragraph 1 states that:

1. Every person is prohibited from carrying out actions that result in the disrUPTion of the road function within the road's useful space.
2. Every person is prohibited from carrying out actions that result in the disrUPTion of the function of the road in the road right-of-way.
3. Every person is prohibited from carrying out actions that result in the disrUPTion of the function of the road in the road monitoring space.

Definition of Parking

When travelling using a motor vehicle begins and ends with stopping at a parking lot, therefore parking is needed as well as parking lots such as garages, parking lots, and roadsides. According to Government Regulation Number 43 of

1993, the definition of parking is an immobile vehicle that is temporary. According to Mudjanarko and Suprianto (2015: 3) explain that: Definition of Parking .

When travelling using a motor vehicle begins and ends with a stop at the parking lot, therefore parking is needed as for parking lots such as garages, parking lots, and roadsides. According to the *Peraturan Pemerintah Nomor 43 Tahun 1993*, the definition of parking is an immobile vehicle that is temporary. According to Mudjanarko and Suprianto (2015:3) explains that:

"Parking is an immobile condition of a motorized or non-motorized vehicle which can be the beginning of a journey with a certain period of time according to the circumstances and needs that require an area as a stopping place organized either by the government or other parties which can be individuals or business entities."

In general, the definition of parking is a vehicle that is permanently stationary; this definition distinguishes between moving or stopped vehicles. As is often encountered in traffic regulations, a stop is defined as a vehicle that is temporarily stationary.

Parking is a necessity for vehicle owners; drivers often park their vehicles in easily accessible locations. One of them parks the vehicle on the shoulder of the road. Thus, many vehicles parked on the shoulder of the road cause traffic flow to be disrupted, causing congestion.

Types of Parking

Vehicles that start a journey will eventually stop at their destination, thus requiring a parking space. The types of parking are based on the positioning of the vehicle, namely:

1. Perpendicular parking

This is where cars are parked perpendicularly, side by side, facing a curb or wall. This type of car parking is more measured than parallel parking and is therefore usually used in places in parking lots or parking buildings.

2. Parallel Parking

This is parallel parking where parking is arranged in a line, with the front of the car facing the back of the other car.

3. Oblique Parking

One that is widely used on the side of the road or in the courtyard of the building because it makes it easier for vehicles to enter and exit.

Every research needs a benchmark or structure to be able to solve a problem phenomenon. This research uses Duncan's theory of effectiveness, namely goal achievement, integrity and adaptation, which is motivated by the fact that there are still many people who park their vehicles on the shoulder of the road and public vehicles that stop.

C. METHODS

The researcher used the theory of measuring effectiveness from Duncan (1973), with its three dimensions, namely goal achievement, integrity, and adaptation. The research method used in this study uses a qualitative model from Creswell (2013: 4-5).

According to Sugiyono (2022: 9) defines that qualitative research methods are research methods used to research on natural object conditions, (as opposed to experiments) where the researcher is the key instrument, data collection techniques are triangulated (combined), data analysis is inductive, and qualitative research results emphasize meaning rather than generalization.

The technique of determining informants is done purposively in order to get the right data from the right source. The informants in this study amounted to 3 people consisting of the Head of *UPT* Parking, *UPT* parking section head, parking users. And the data collection techniques used is observation, interview, and documentation.

While data validation uses source triangulation and triangulation techniques, source triangulation is to define that source triangulation tests the reliability of data by checking data that has been obtained through several sources and triangulation techniques such as data collection is carried out by means of interviews and then continued with observation, documentation and questionnaires. Followed by data analysis, the data analysis technique carried out is by using analysis steps that refer to Miles and Huberman data reduction, data presentation, and conclusion drawing.

D. EXPLANATION

Goal Achievement

Goal achievement is a result that is achieved when a group succeeds in achieving a predetermined goal or goal, which according to Duncan (in Steers, 2020: 53) goal achievement is the overall effort to achieve goals must be seen as a process. The scope of the goal achievement dimension is the most important aspect of this research because if the implementer does not know the scope and purpose of the achievement of the applied goals, this will result in a mismatch between goal achievement and effectiveness. Likewise, the implementation of the parking ban policy in Sukabumi City by the Sukabumi City Transportation Office is carried out as well as possible to achieve the expected goals of achieving these goals.

In this dimension, researchers want to know how the objectives of the parking ban policy and also what has been achieved by the policy, plus what are the obstacles to the achievement of the parking ban policy objectives. From the informant's explanation, it can be interpreted that the objectives of the parking ban program have been running effectively but there are still many people who often ignore the advice given by the Transportation Agency.

The patrols carried out by officers in the field to appeal to motorists who park their vehicles on the shoulder of the road. That way the community is also helped by the patrols carried out by the Transportation Agency so as to create a comfortable traffic flow that does not interfere with other motorists.

It can be interpreted that the objectives and monitoring of the parking ban policy are still some drivers who are not aware of the rules that have been set. This happens because the driver feels that there is a lack of firm action by the authorities so that the driver dares to park his vehicle in any place.



Figure 1 Parking violators
(Source: Researcher 2023)

Integrity

Integration can refer to the ability to integrate different components, processes or systems in an effective way. This involves good coordination between the elements involved so as to get the desired results. According to Duncan (in Steers 2020: 53), namely measuring the level of an organization's ability to socialize, develop consensus and communicate with various other organizations, regarding the socialization process.

Based on the research results obtained through interviews with informants, the parking ban policy is a policy made to create conducive traffic. This of course has become a must for the Transportation Agency to carry out vehicle checks on the road in accordance with the *Peraturan Pemerintah No. 80 Tahun 2012* concerning procedures for checking motorized vehicles and prosecuting traffic and road transportation violations.

Of course, with this government regulation, the Transportation Agency has the right to take action against traffic and road transportation violators, especially in the parking area. So the Transportation Department needs to carry out appeals

Based on the informants' statements and responses, researchers can interpret that the socialization carried out by the Sukabumi City Transportation Office is quite good, but the *Dishub* must be more extensive in carrying out socialization and appeals to motorists so that there are no more motorists who park their vehicles on the shoulder of the road or sidewalk. and outreach so that motorists know which points are not allowed to park.

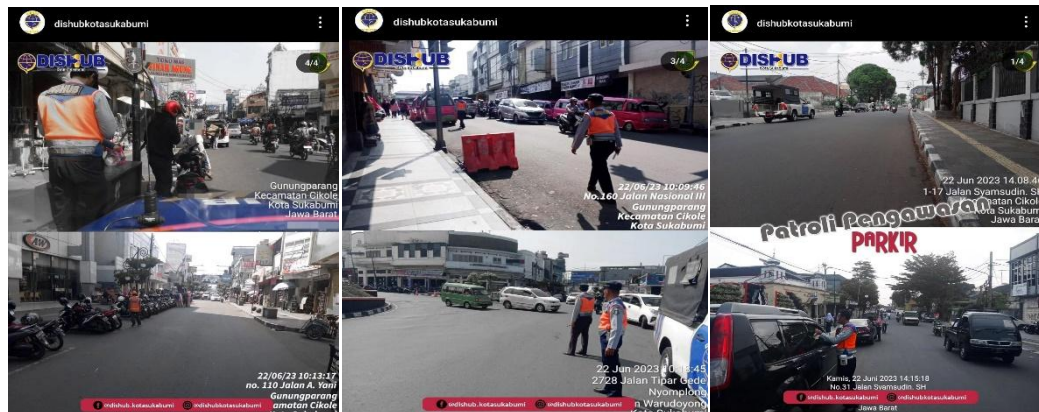


Figure 2 example of socialisation
(Source: Instagram *Dishub Kota Sukabumi*)

Adaptasi Adaptation

Adaptation is the ability of an organization to adapt and operate effectively in the face of environmental changes or new situations, or what happens when the entity is able to overcome emerging challenges, take advantage of opportunities to achieve goals. Meanwhile, according to Duncan (2020: 53), namely the ability of the organization to adapt to its environment, which is concerned with the suitability of program implementation with the situation in the field.

Therefore, the Transportation Department must develop a strategy to minimize traffic violators in Sukabumi City with a parking ban policy that is guided by the *Peraturan Pemerintah No. 80 Tahun 2012* concerning procedures for checking motorized vehicles and prosecuting traffic and road transportation violations. *Dishub* conducts various strategies to minimize illegal parking so that there are several strategies created by the *Dishub* in the form of providing parking lots.

There are several parking spots provided by the Transportation Agency such as on *Jalan A. Yani* where the shoulder of the road to the right is made into a parking lot, where previously *Jalan A. Yani* had two lanes and now *Jalan A. Yani* only has one lane. So that the parking policy can also increase public transportation users to be used as an alternative so that it can reduce the number of parking violators.

It can be interpreted from the above explanation that, the implementation of parking policy specifically affects the community more precisely motorists. This proposal aims to reduce parking violations in order to improve driving comfort and create an orderly traffic environment in Sukabumi City.



Figure 3. Parking Lot
(Source: Research 2023)

E. CONCLUSIONS

Based on the results of research on the Effectiveness of the Parking Ban Policy in Sukabumi City by the Sukabumi City Transportation Office as a whole is not good enough. Judging from the 3 dimensions that become benchmarks based on the theory put forward by Duncan, there are the following conclusions:

1. In terms of goal achievement, it can be implemented that the objectives and monitoring of the parking ban policy can be said to be achieved, because it can be seen from some of these objectives that have been implemented properly by the Transportation Department, but there are still many motorists who still ignore the appeals given by the Transportation Department.
2. In terms of Integrity that is done by the Sukabumi City Transportation Agency, namely by carrying out socialization through traffic signs and also social media so that it can help motorists know which roads are allowed to park.
3. From the Adaptation Sector here, which requires the Sukabumi City Transportation Department to carry out strategies to minimize illegal parking violators, the strategy made by the Transportation Department is in the form of making parking lots on the right shoulder of A. Yani Street. As for the limitations of the Sukabumi City Transportation Agency in carrying out patrols, so that for now the control of illegal parking is only carried out at several points in Sukabumi City such as *Jalan R.E Martadinata*, *Jalan Gudang Kebonjati*, *Jalan Kramat*, and *Jalan A. Yani*.

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