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The Transportation Agency's Strategy in Managing Parking Lots on Jalan K.H. Fakhruddin, Samarinda City

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Abstract

Abstract: This study aims to formulate alternative strategies to improve the effectiveness of parking management by the Transportation Agency on K.H. Fakhruddin Street in Samarinda City. The main problem is the suboptimal management of parking, which is characterized by rampant illegal parking, weak supervision, and low public awareness of parking regulations. This study uses a mixed methods approach with a concurrent embedded model, where qualitative data is the main focus, while quantitative data is used as supporting evidence. Qualitative data was obtained through observation, interviews, and documentation, while quantitative data was collected simply through scores on the IFAS and EFAS tables to reinforce the strategic position. Both types of data were analyzed simultaneously to obtain a more comprehensive understanding. SWOT analysis was used to identify internal and external factors that influence parking management. The results of the study show that the strategic position is in Quadrant I (aggressive strategy), so it is necessary to maximize strengths and opportunities. Recommended alternative strategies include the implementation of technology-based surveillance such as CCTV, the formation of a community-based surveillance team, the addition of parking spaces through cooperation, and the relocation of parking to Taman Bebaya with ongoing socialization.

Introduction

As mobility and activity levels increase in urban areas, various transportation system issues begin to emerge. One of the most common problems is disorderly parking or illegal parking. Illegal parking has become a serious issue in Samarinda, especially given the number of vehicles that continues to increase every year. According to data from the East Kalimantan Central Statistics Agency (2022), the number of motor vehicles in Samarinda City has reached 1,134,642 units and continues to grow in line with the increasing needs of the community for activities and travel. This situation poses a challenge for the Samarinda City Government in providing and managing adequate parking spaces, especially in areas with high activity levels. If not properly addressed, unregulated parking can cause traffic congestion, narrowing of roadways, and disruptions to the safety and comfort of road users.

One area frequently experiencing parking issues is Jalan K.H. Fakhruddin (formerly Jalan Anggi). This area connects Jalan Cendana and Jalan Slamet Riyadi and serves as a hub for economic activity and travel in Samarinda City. Field observations indicate that many vehicles, particularly travel vans and street vendors (PKL), still use the roadside as parking spaces. This

situation causes traffic congestion and narrows the road. As a response, the Samarinda City Government issued Regional Regulation No. 5 of 2015 concerning Parking Management and Arrangement. This regulation authorizes the Transportation Agency (Dishub) to determine parking locations, conduct monitoring, and impose sanctions on violators, including tire locking, tire valve removal, and towing. The Dishub has also attempted to regulate parking on Jalan K.H. Fakhruddin by allowing parking in the parking bays along the road. The parking spaces were created because travel drivers are still reluctant to relocate to the Bebaya Park area, even though the area has been officially designated as a parking area since 2023.

In its implementation, the Transportation Agency collaborates with the Samarinda Police Traffic Unit and the Public Order Agency in monitoring and enforcement (Tribun Kaltim, 2023). However, these efforts have not been optimal. Based on data from the Samarinda City Transportation Agency (2024), there are still 51 illegal parking violations with a total fine of Rp27,050,000. This shows that the level of public discipline is still low and supervision in the field is not yet optimal. Limited personnel, lack of parking facilities, and low public awareness are factors that exacerbate this condition.

Research (Arma et al., 2023) in Medan City shows that weak enforcement of regulations, limited parking space, and low public awareness are the main factors contributing to suboptimal parking management. Similar conditions exist in Samarinda, necessitating alternative strategies to assist the Transportation Agency in optimizing parking management. Therefore, this study uses a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis to identify internal and external factors influencing parking management on Jalan K.H. Fakhruddin. The results of this analysis are expected to serve as a basis for formulating more effective, targeted, and sustainable alternative strategies for the Department of Transportation in managing parking areas in Samarinda City.

Method

This research uses a mixed methods approach using the Concurrent Embedded model, combining qualitative and quantitative data simultaneously but in unequal proportions (Sugiyono, 2017). The qualitative approach was chosen because it directly describes the situation and conditions on the ground through interviews and observations. Meanwhile, the quantitative part was used to strengthen the findings through weighting, ratings, and scoring in a SWOT analysis.

The research took place at the Samarinda City Transportation Agency, focusing on parking management strategies, encompassing internal and external factors in policy implementation. The data used consisted of primary and secondary data. Primary data was obtained through interviews with the Head of the Road Traffic Division, the Head of the Parking Section, the Potential and Retribution Coordinator, tour operators, and local residents. Meanwhile, secondary data was obtained from official documents, Samarinda City Regional Regulation Number 5 of 2015, and Transportation Agency activity reports.

Data collection techniques included observation, interviews, and documentation. Data analysis used a SWOT analysis, assessing internal factors (Strengths and Weaknesses) and external factors (Opportunities and Threats). The results are compiled in IFAS and EFAS tables, then mapped into a SWOT Matrix to formulate alternative strategies that can be applied in parking management on Jalan K.H. Fakhruddin.

Result and Discussion

1 Identify Internal and External Factors

Identification of internal and external factors was conducted as a first step to understand the conditions that influence the management of parking lots on Jalan K.H. Fakhruddin, Samarinda City. Internally, the Transportation Agency has several strengths such as the legal basis of Regional Regulation Number 5 of 2015, routinely issuing appeals to the public, the availability of supporting facilities such as tire locks and tow trucks, the availability of parking pockets, and the presence of field officers. However, there are also several weaknesses, including the enforcement of regulations that have not yet had a deterrent effect, the lack of a team focused on Jalan K.H. Fakhruddin, the presence of PAD levies, the implementation of erratic joint patrols, and the lack of quantity of supporting facilities.

From the external side, there are various opportunities that can be utilized by the Transportation Agency, such as cooperation with the Samarinda Police Traffic Unit and the Public Order Agency (Satpol PP), community support, the existence of Bebaya Park as a parking relocation option, opening up potential cooperation with landowners around the location, and increasing supervision through CCTV installation. In addition, there are also threats that need to be anticipated, such as low community compliance, the potential for illegal levies, high economic activity in the K.H. Fakhruddin area of Samarinda City, the existence of thuggery from travel drivers, and the misuse of Inhutani land. By understanding all these factors, a SWOT analysis can be conducted more comprehensively and accurately.

2 Data Analysis

Data analysis in this study was conducted using two types of analysis, namely qualitative analysis and simple quantitative analysis, used to compile IFAS and EFAS tables. Qualitative data were obtained through observation, interviews, and documentation, then analyzed through the SWOT analysis process. Qualitative analysis was used to identify various problems that arose in the field and to examine internal and external factors that influenced parking lot management on Jalan K.H. Fakhruddin.

The weighting results showed that the internal factors of the Samarinda City Transportation Agency in managing parking lots on Jalan K.H. Fakhruddin had a total strength of 0.49 and a weakness of 0.51. This condition shows that the internal environment is still dominated by weaknesses, although it is relatively balanced. The greatest strength lies in Regional Regulation No. 5 of 2015, with a weight of 0.12, followed by supporting facilities and the availability of parking spaces. Meanwhile, the most dominant weaknesses are the lack of supporting facilities (0.12) and the absence of a special team focused on the research location. As for external factors, the weighting results show a balanced condition between opportunities (0.50) and threats (0.50). The greatest opportunity comes from cooperation with the Samarinda Police Traffic Unit and the Public Order Agency, while the highest threat is the misuse of Inhutani land and low community compliance.

Furthermore, in accordance with Freddy Rangkuti's theory, in addition to the weighting calculation, a rating is then calculated. Ratings are assigned to measure the influence of each factor. For the strengths factor, Regional Regulation No. 5 of 2015 and the availability of facilities were the highest-rated factors (4). For the weaknesses factor, the indicator with the lowest rating was the lack of supporting facilities (1.6), indicating a significant obstacle to effective management. For external factors, the highest opportunity was inter-agency

cooperation (rating 4), while the main threats came from low community compliance and land misuse (rating 1.6). These findings indicate that both opportunities and threats have a significant influence on parking policy implementation.

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Next, simple quantitative data were used to compile a SWOT table and calculate the IFAS and EFAS. Each strength, weakness, opportunity, and threat factor was scored based on its importance and its impact on parking management. The IFAS and EFAS calculations were conducted to determine appropriate strategic positions, which were then analyzed using a SWOT matrix to generate alternative strategies.

Table 1. Internal Factors Analysis Summary (IFAS)

Faktor Strenghts				
No.	**Indicator**	**Relative Weight**	**Rating**	***Score***
1.	There is Regional Regulation Number 5 of 2015 concerning Parking Management and Arrangement	0,12	4	0,48
2.	The Transportation Agency routinely provides warnings to the public	0,10	3	0,30
3.	Availability of supporting facilities	0,11	4	0,44
4.	Parking pockets are available	0,10	3,6	0,36
5.	There are human resources to monitor and take action against parking violations.	0,11	3	0,33
	Total	**0,49**		**1,91**

Faktor Weakness				
No	**Indicator**	**Relative Weight**	**Rating**	***Score***
1.	Enforcement of regulations that has not yet had a deterrent effect	0,10	3	0,30
2.	The unavailability of a team focused on Jalan K.H. Fakhruddin	0,11	2,3	0,25
3.	There are PAD levies	0,09	2,3	0,21
4.	Unpredictable implementation of joint patrols	0,09	2,3	0,21
5.	Lack of quantity of supporting facilities	0,12	1,6	0,19
	Total	**0,51**		**1,16**
	Total Factor Internal			**3,07**

Table 2. Eksternal Factors Analysis Summary (EFAS)

Factor *Opportunities*				
No.	**Indicator**	**Relative Weight**	**Rating**	**Score**
1.	There is cooperation with the Samarinda Police Traffic Unit and the Public Order Agency (Satpol PP)	0,11	4	0,44
2.	Support from the community	0,10	3,3	0,33
3.	The existence of Bebaya Park as a parking relocation option	0,10	3,6	0,36
4.	Opening up potential collaboration with land owners around the location	0,09	3	0,27
5.	Increased surveillance through CCTV installation	0,10	3,6	0,36
	TOTAL	**0,50**		**1,76**

FACTOR *THREATS*				
No	**Indicator**	**Relative Weight**	**Rating**	**Score**
1.	Lack of public compliance with applicable regulations	0,10	1,6	0,16
2.	High economic activity in the K.H. Fakhruddin area of Samarinda City	0,10	2	0,20
3.	There are illegal levies from unauthorized external parties	0,09	2,6	0,23
4.	There is thuggery from travel drivers	0,10	2,6	0,26
5.	There is misused forestry land	0,11	1,6	0,18
	Total	**0,50**		**1,03**
	Total Factor Eksternal			**2,79**

The results show that the internal factor score is higher than the external factor score, placing the strategy in Quadrant I (aggressive strategy). This means that the Transportation Agency has significant strengths and opportunities that can be maximized to improve parking management on Jalan K.H. Fakhruddin in Samarinda City. This analysis forms the basis for formulating the SO, WO, ST, and WT strategies.

Discussion

Based on the analysis results, parking management on Jalan K.H. Fakhruddin in Samarinda City is not yet optimal. This can be seen from the fact that there are still vehicles parked on the side of the road, a lack of supporting facilities, no special monitoring team, and low public compliance with parking regulations. This situation is in line with the results of interviews and observations, which show that regulations are in place but their implementation is not consistent.

In terms of internal factors, the greatest strengths come from the existence of Regional Regulation No. 05 of 2015 concerning parking management and arrangement, regular appeals to the public, and surveillance facilities such as CCTV, wheel clamps, and tow trucks. However, several major weaknesses exist, such as limited monitoring personnel, the absence of a team

focused on Jalan K.H. Fakhruddin, and a lack of regular coordination between agencies. The IFAS score indicates that strengths still dominate, but they have not been maximized.

In terms of external factors, there are considerable opportunities available, particularly through cooperation with the Samarinda Police Traffic Unit and the Public Order Agency, as well as the potential to raise public awareness through ongoing socialization. On the other hand, threats such as illegal parking, potential extortion, thuggery, and land misuse are factors that can worsen traffic order. The EFAS results show that opportunities are still stronger than threats, so the Transportation Agency has strategic room for improvement.

The IFAS and EFAS calculations place the strategy in Quadrant I (aggressive strategy). This position indicates that the Transportation Agency has a strong combination of strengths and opportunities, so the recommended strategy focuses on maximizing existing potential to resolve existing issues. The SO strategy is the most ideal strategy with the highest score compared to WO, ST, and WT.

Some of the resulting SO strategies include:

1. Optimizing existing facilities by accelerating the implementation of CCTV installation for real-time monitoring and evidence-based enforcement.
2. Utilizing existing Dishub human resources to develop a small team for community-based monitoring.
3. Increasing available parking spaces by establishing partnerships with landowners around Fakhruddin.
4. Making Taman Bebaya the main relocation site for travel parking through ongoing socialization.

Overall, this discussion indicates that parking issues are not merely about land availability but also involve surveillance systems, public behavior, and consistent enforcement of regulations. Therefore, the strategies derived from the SWOT analysis are expected to provide concrete recommendations for the Transportation Department to enhance the effectiveness of sustainable parking management.

Conclusion

This study shows that the management of parking spaces on Jalan K.H. Fakhruddin by the Samarinda City Transportation Agency is not yet optimal, as evidenced by the continued existence of illegal parking, low public compliance, and illegal fees. An analysis of internal and external factors shows that the Transportation Agency has strengths in the form of a legal basis, supporting facilities, parking pockets, socialization activities, and field human resources, but is still constrained by limited personnel, suboptimal use of technology, and a lack of policy evaluation. Externally, there are opportunities in the form of community support and potential cooperation with landowners, but there are also threats such as low awareness, thuggery, high economic activity, misuse of forest land, and illegal levies.

The SWOT analysis results place parking management in quadrant I, so the best strategy is SO (Strengths–Opportunities), which is to optimize available facilities by accelerating the installation of CCTV, forming a community-based monitoring team, adding parking spaces through cooperation with landowners, and making Taman Bebaya a relocation site for travel parking with ongoing socialization.

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