

Strategies of the Department of Transportation in Regulating Street-Side Parking in Binjai City

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Abstract

The primary goal of this research is to explore the Department of Transportation's approach to managing public roadside parking in Binjai City, as well as the challenges it faces. This is due to the role of the Binjai City Transportation Service as a key provider of services to the residents of Binjai City. According to the Minister for Administrative Reform's Decree No. 25 of 2004, public services encompass all activities carried out by service providers to meet the needs of service recipients and comply with legal requirements. The regulations governing public roadside parking in Binjai City are outlined in Mayor of Binjai Regulation No. 27 of 2018, which amends the retribution rates for parking services on public roads as specified in Regional Regulations of Binjai City No. 4 of 2011 regarding Public Service Retribution. The research approach employed is descriptive with a focus on qualitative analysis. Data collection involved interviews, observations, and documentation review. The data was qualitatively analysed using a theoretical framework centred on persuasive communication between the Department of Transportation and individuals engaged in illegal parking, as proposed by Effendy. The results of this study indicate that the persuasive communication pattern used by the Department of Transportation is weak against illegal parking actors. It is hoped that socialization will be further enhanced in the form of a persuasive approach itself, namely by inviting illegal parking actors to want to be sheltered or fostered by the Department of Transportation.

Keywords: Strategy, Controlling, Public Street Parking, Transportation Agency.

1. Introduction

Every country must have a national development goal which is an effort to prosper the life of the nation and state (Rusmulyani, 2020). Transportation plays a crucial role in the progress of development by aiding the economic activities of society. Efforts are made to enhance the existing transport system in order to provide improved mobility services and resources to foster economic and social advancement (Rembaen et al., 2018). Transportation, which is intended to improve and accelerate the mobilization of the population, does not necessarily run smoothly, there must always be obstacles that become problems and must be resolved, such as problems caused by increasingly dense traffic due to the increasing number of vehicle users in urban areas, it makes the parking element an important element in the transportation system. In the Law of the Republic of Indonesia Number 22 of 2009 concerning Road Traffic and Transport, it is explained that parking of vehicles on the road is carried out in parallel or at an angle according to the direction of traffic. Because not all business centre developers are able to provide sufficient parking space, so the surrounding roads are used for parking.



If the road is heavily trafficked, it is certain that on-street parking will cause traffic problems (reduced speed and increased travel time) (Lukman & Zaki, 2017). Parking issues in major cities like Binjai City require experts to understand parking concepts, demand analysis, geometric planning, and strategies. Binjai Mayor Regulation No. 27/2018 includes regional charges called retribution, which is a local tax for services provided by the local government. The fee for parking services on public roads is determined by the Mayor. Implementing this regulation can improve parking management and finance parking arrangements on public roads using revenue from parking fees (Ersita & Elim, 2016). The existence of parking problems on public roads or roadsides occurs in almost all major cities including Binjai City, as one of the cities in Indonesia that has high population mobility, this also certainly affects the need for transportation and the increase in vehicle use from each year. Basically, there are several areas that need serious attention in the arrangement of parking in Binjai City, such as commercial and office areas with narrow road conditions and high levels of vehicle flow caused because they are usually located in the city centre and where the area is not allowed to park on the edge of the public road, so it is necessary to have a special parking area to avoid and reduce sources of congestion in the area.

Another inevitable consequence of on-street parking is the emergence of illegal parking lots managed by illegal parking attendants, and this condition is deliberately exploited by illegal parking attendants to collect parking fees that cannot be accounted for (Ilosa, 2016). Problems like this arise because the city government or local government is less assertive in terms of parking, whereas if left like this continues without any action this illegal parking problem will be increasingly difficult to overcome (Sya'ban & Meutia Mustika Suri, 2021). As a government organisation that has the function of implementing government affairs in infrastructure and public facilities (Khakimin et al., 2022), especially the traffic and transportation sector, the Transportation Agency or known as *Dishub* has a very heavy role in carrying out its functions considering the various traffic violations handled by Dishub from time to time are increasing. Several parking control programmes have also been carried out as a way of reducing illegal parking and reducing the presence of illegal parking attendants, among others, by setting the amount of public roadside parking service tariffs in order to reduce illegal parking attendants. The following is the amount of the public roadside parking service tariff in accordance with Binjai City Regional Regulation No.4 concerning retribution in the transportation sector, stipulated as follows:

Table 1. Structure and Tariff of Public Roadside Parking Retribution Rates

No	Vehicle type	Tariff (IDR)	
		Parking Location	Parking Locations
1	2-wheel motorised vehicles	Sudirman road and Ahmad Yani road only	Other than Sudirman road and Ahmad Yani road
2	3-wheel motorised vehicles	IDR 1,500,- / one time parking	IDR 1,000,- / one time parking
3	4-wheel motorised vehicles	IDR 2.000,- / one time parking	IDR 1.500,- / one time parking
4	Goods car pick up	IDR 3,000,- / one time parking	IDR 2.500,- / one time parking
5	(JBB 3 tonnes and above)	IDR 4,000,- / one time parking	IDR 3,000,- / one time parking

Source: Binjai City Regional Regulation No. 4 of 2011

Reported from the site sumutpos.jawapos.com, 'Binjai City will conduct a non-cash parking trial which will be tested first at several points and socialisation will be carried out

first, and the trial will be carried out such as on Jalan Sudirman and at several other points that are crowded with vehicles. Head of the Transportation Department (KaDishub) of Binjai City Chairin Fitri Simanjuntak also said that: this innovation was carried out to prevent illegal levies. Satlantas Polres Binjai carried out the control of parking areas on the roadside of Binjai City for the smooth flow of traffic, Wednesday (10/8/2022) at around 07.30 WIB on Jalan Jend. Sudirman Titi Kembar Binjai Kota. Launched from Tribata News Binjai Police Chief AKBP Ferio Sano Ginting, S.I.K., Mh., through Kasat Lantas AKP Binsar Naibaho said the routine activities of the Traffic Unit in regulating traffic flow and controlling vehicles that carelessly park on Jalan Jend. Sudirman. Based on previous research conducted by Kosim, Murdiansyah Herman and Sitna Hajar Malawati with the title Strategy of the Transportation Agency in Curbing Illegal Parking in Banjarmasin City, it is concluded that the strategy of the Transportation Agency in curbing illegal parking in Banjarmasin City is by launching a program to collaborate with outside parties such as One Stop Integrated Services (PTSP), providing services to receive public complaints through the E-Lapor application and social media, tightening parking service supervision.

The obstacles faced by the Banjarmasin City Transportation Agency in curbing illegal parking in Banjarmasin City are the Banjarmasin City Transportation Agency does not have legal legality in following up illegal parking violators, insufficient human resources UPTD Parking Banjarmasin City Transportation Agency, inadequate infrastructure. Another study conducted by Zarrisva Saputri Yanti entitled The Strategy of the Transportation Agency in Curbing Illegal Parking in Binjai City, concluded that there are types of persuasive communication patterns between the Transportation Agency and illegal parking offenders. The communication pattern that must be used between the Transportation Agency and illegal parking offenders is a persuasive communication pattern. The form of socialisation itself is in the form of a persuasive approach, namely by inviting illegal parking perpetrators to want to be sheltered / fostered by the Department of Transportation. Of course, the coaching system applied is expected to contribute to the local government, especially in the sector of local revenue (PAD) for public roadside parking. There are location similarities between this research and the research conducted and of course there are differences between the two, namely this research focuses on controlling illegal parking while the research conducted focuses on public roadside parking.

Based on the above background, the objectives of this study are as follows: First, to find out how the strategy of the Transportation Department is in an effort to curb parking on the edge of the public road in Binjai City. Second, to find out what obstacles are faced by the Department of Transportation of Binjai City in curbing parking on the edge of the public road in Binjai City.

2. Literature Review

2.1. Strategy

Strategy is a consistent and progressive action that is implemented with consideration of the future expectations of customers. It involves a step-by-step approach towards achieving long-term goals (Takdir et al., 2022). As such, strategy almost always starts with what can happen rather than what has happened. Rachmat (2014) revealed that strategy serves as a roadmap for senior management decisions and utilises the company's resources to achieve its goals. Moreover, strategy has a long-term impact on the organization, spanning at least five years. Consequently, strategy is forward-looking in nature. It has diverse implications across

functions or divisions and must take into account both internal and external factors that the company is dealing with during its development (Fitryani et al., 2020).

Based on Jauch and Glueck's perspective in Jatmiko's publication, defining strategy involves creating a cohesive and all-encompassing plan that connects a company's competitive strengths with environmental obstacles, ensuring that the company's core objectives can be accomplished through effective execution. According to the experts cited, strategy entails enhancing organisational efficiency by merging individual aspirations for growth with organisational objectives to devise a more effective, efficient, and organisation-focused model, technique, or approach. Strategy can also be viewed as a means to drive organisational advancement by taking into account both internal and external factors to prepare for forthcoming changes.

2.2. Parking

The meaning of parking has been outlined in Article 1 of Law Number 22 of 2009 related to Road Traffic and Transport, which states: 'Parking refers to when a vehicle comes to a stop or remains stationary for a period of time and is then left by the driver.' Sukanto explains that parking involves halting and storing vehicles (such as cars, motorcycles, bicycles, etc.) temporarily in designated areas. These areas can take the form of a roadside, garage, or yard that is designated for housing these vehicles (Simbolon & Aritonang, 2024).

Parking is a place to place or base by stopping transport vehicles / goods (motorised or non-motorised) in a place for a certain period of time (Haryati, 2020). From the above understanding that has been explained, the author can draw a conclusion, parking is a motor vehicle that is stopped or not in motion which is in a space or on the side of a public road or on the shoulder of the road. In another sense, this parking is only temporary as long as the vehicle is being abandoned or has other needs that require pulling over on the shoulder of the road to stop for a moment. The purpose of parking is stated in the Appendix of the Decree of the Minister of Home Affairs No. 43 of 1980 concerning Parking Management in the regions, which states: The development and management of parking is an activity that needs to be carried out in an integrated and controlled manner in the region, it aims to ensure that in its implementation, guidance can be carried out which succeeds in realising the arrangement of the urban environment, smooth road traffic, administrative order of regional income and can reduce social burdens through employment (Agustianti et al., 2022).

2.3. Parking Control

Parking control is a traffic demand management tool that is commonly used to control vehicles travelling to a certain area or office so that it can be expected that there will be an improvement in traffic performance in the area. Regulating parking control through a Regional Regulation is essential to give it legal validity and enforce it through signs. In order to enhance public adherence to parking policies, strong measures should be taken against those who violate them. So far, the discussed aspect of parking control is commercially orientated. While the objectives of parking control itself are (Directorate General of Land Transportation, 1998; 146): (1) Preventing obstruction of vehicle flow. (2) Reduce accidents. (3) Making the use of parking spaces more effective. (4) Preserving historical objects, if they are in a city with high historical value. (5) Act as a limiting mechanism for road use in crowded areas (Muslim & Lubis, 2023).

2.4. Communication Patterns

One of the communication experts, Devito, defines communication patterns as the process of exchanging messages between individuals who influence each other in an effort to

understand each other. Overall, communication patterns are the specific ways or methods that a person uses to interact and communicate with others. It includes the communication styles, strategies, and techniques that a person uses to convey their messages, ideas, or feelings to others (Hsb & Mantondang, 2024). Communication patterns can vary, including passive, aggressive, assertive and persuasive communication patterns.

a) **Passive Communication**

This is a communication pattern where a person tends to hold back their feelings, ideas or needs. They may not dare to speak up for themselves and more often comply with the wishes of others. For example, if someone feels that they disagree with a decision but dare not express it (Mangundjaya, 2022).

b) **Aggressive Communication**

This is a weak communication pattern that involves expressing one's feelings or needs in a dominant, mocking, or offensive manner. Aggressive communicative people may ignore the feelings of others and seek to win arguments or achieve their goals without regard for the feelings of others.

c) **Assertive Communication**

This is a balanced and effective communication pattern. People who communicate assertively convey their needs, opinions, or feelings clearly, but with respect for the feelings of others. They try to reach a fair solution and respect the rights and feelings of all parties.

d) **Persuasive Communication**

This is a communication pattern that aims to convince or influence others to accept, believe or act in accordance with the views or goals conveyed by the sender of the message. The purpose of persuasive communication is to influence the thoughts, attitudes, or behaviour of the audience to be in line with the message conveyed. In persuasive communication, people who communicate tend to use strong, logical and relevant arguments. Persuasive communicators also need to understand their audience well in order to tailor their message to be more effective. An example of persuasive communication is a political speech aimed at winning voter support. In this case, the example is how the Department of Transportation gives an appeal to the public parking users and parking attendants that aims to influence the public to obey the rules (Naingolan & Kartini, 2024).

3. Methods

The study is conducted using a qualitative methodology, which involves descriptive research. This involves writing that portrays the current situation of the object being studied. The writing provides an overview of the real conditions observed during the direct research (Sugiono, 2013). This research was conducted at the Transportation Department located at JL.Perintis Kemerdekaan No.330, Kebun Lada, Binjai City, North Sumatra 20749. Data collection methods employed in this research include interviews, observations, review of literature, and documentation. The selection of participants in this study is carried out using purposive sampling, which involves choosing individuals with specific criteria in mind, such as their knowledge or authority on the subject being studied making it more convenient for researchers to delve into the social context being explored. The qualitative data analysis technique by Miles and Huberman is utilised to analyse the collected data. According to Miles and Huberman, the analysis process involves three simultaneous activities: Data Reduction, Data Presentation, and Conclusion Drawing or verification.

4. Results and Discussion

4.1. Description of Research Location

The Department of Transportation of the City of Binjai, North Sumatra province or what is usually abbreviated as Dishub Kota Binjai is a public organisation that has the task of administering transportation or transportation policy affairs for the City of Binjai, North Sumatra. The role of the Transportation Agency, often known as Dishub, is to create strategies for transportation within its jurisdiction, implement technical guidelines, handle administrative tasks like transportation permits, and assess and report on transportation matters. Given its crucial role in transportation, Dishub also helps train future transportation professionals by collaborating with institutions like the Land Transportation College (STTD).

Through this office, rules related to transport in busy seasons such as holiday homecoming are also regulated. Dishub routinely makes free homecoming programmes for land, sea and air transportation routes that always cooperate with the Ministry of Transportation. The Transportation Agency has the power to issue permits for various transportation-related activities, such as managing transportation business licenses, public passenger transportation permits, and freight transportation permits. Additionally, they grant Route Permits, Public Passenger Transport Supervision Cards, Shuttle Transport Route Permits, Rental Transport Operation Permits, and Tourism Transport Operation Permits. They also issue Approval Letters for Route Permits (SPIT) and Operation Permits (SPIO) for Intercity Taxi Transport within the Province (AKDP) among other authorizations. In general, the Transportation Office of Binjai City can be found at Jl. Perintis Kemerdekaan No.330, Kebun Lada, Binjai, Binjai City, North Sumatra 20749, Indonesia.

The establishment of the Department of Transportation in Binjai City was mandated by various local regulations, including Regulation No. 4 of 2016, Regulation No. 25 of 2016, and Regulation No. 27 of 2018. The primary responsibilities of the agency include supporting the Mayor in overseeing transportation-related government matters within the city's jurisdiction, as well as providing assistance in organizing public transportation services in the areas of transportation, traffic, and road transport.

The focus of the research is placed on the Transportation Department Office which is a sector that provides direct services to the public as an operator in transportation in carrying out the implementation of local government in the field of transportation with service functions to the land sector, operational control, traffic engineering, and parking control. In addition, to measure the object of research, the authors use SWOT Analysis with the dimensions of the quality of Dishub services which include 5 things, namely Tangibles, Reliability, Responsiveness, Assurance, and Empathy.

4.2. Strategies for Controlling Public Roadside Parking

The key to enhancing the standard of services offered by the Binjai City Transportation Office should be precise and purposeful. This government department, as a provider of transport infrastructure and services that cater to the needs of the community, is focused on executing various strategies and programmes to ensure the delivery of top-notch public services. Hence, the Transportation Department in Binjai City, particularly in parking management, should ensure that its strategy includes the provision of necessary information, amenities, and infrastructure to support the smooth execution of the plan. The strategies enforced by the Transportation Agency could potentially result in a rise in public contentment levels, although there is also the possibility of a decrease in the public satisfaction index.

Based on research conducted at the Binjai City Transportation Agency Office, in general, the strategy implemented by the Dishub has so far been considered good. This can be seen

from the attitude of the community who shows their appreciation for the implementation of the Dishub programme, although the high number of illegal parking in Binjai City has not been too significant. In addition, the application of innovations both derived from the centre and the region's own ideas carried out by Dishub in curbing illegal parking makes the community more optimistic about public service delivery reform.

An overview of the implementation of strategies to curb illegal parking can be seen from the community's assessment of tangibles, reliability, responsiveness, assurance, empathy; Examining internal factors (advantages and disadvantages) and external factors (possibilities and risks) and evaluating secondary information, specifically the area and focus of the study. With the implementation of strategies in curbing illegal parking or public roadside parking, it can provide openness to the service process, and encourage the public to be active and independent in getting quality services from service providers.

1) Tangibles

The first thing that can be seen in measuring the dimensions of service quality is direct evidence which can reach and be felt directly to the target, namely the people affected by illegal parking. The results of research on this indicator show quite effective results. It can be seen from several informants both from the general public, where the strategy implemented in the form of services has received a good response from the community. Based on the data obtained in the field, the author assumes that direct evidence of illegal parking control services already has a good value as evidenced by the service procedures that have been reformed in such a way and the facilities provided make the community quite comfortable. The efforts shown by the Transportation Department of Binjai City are quite meaningful such as following up illegal parking attendants, deploying field officers to monitor parking areas, and the form of responsibility of the Transportation Department for illegal parking offenders is manifested in the form of direct guidance to the illegal parking offenders. The coaching process carried out by the Transportation Department is by providing direct socialisation to illegal parking perpetrators about controlling illegal parking carried out by the Binjai City Transportation Department.

2) Reliability

Based on the results of the author's research in the field, the Transportation Agency has provided good service in conveying information to the public. In the author's view, the strategy carried out by the Dishub is quite good in protecting the community as a public servant apparatus both directly and indirectly. But looking at the community's response in the field, the weakness here is from the community itself. The community lacks self-awareness as well as still taking careless parking lightly so that what is done by the Transportation Department will be in vain if it is not accompanied by the support of the community itself. That is, in this case the Transportation Agency has provided good strategic services but the community itself tends to be passive.

3) Responsiveness

In this third indicator, responsiveness measures the extent to which the strategy implemented by the Transportation Agency is able to respond to public requests and serve public complaints thoroughly. Based on the results of observation and interview research, the author finds a conclusion that a number of strategies implemented by the Transportation Department are services that are not only one-way but also two-way, the use of technology with a high level of responsiveness and supported by the quality of reliable human resources so that the problems complained about by the community can be answered properly. According to researchers, the responsiveness of the Transportation Department is good in

curbing illegal parking on the edge of public roads. In the field, it can be seen that Dishub officers, especially field officers, are very alert in helping the community.

4) Assurance

In this section, the service quality dimension factor is a guarantee related to the ability of Dishub officers to foster public trust and confidence. Based on the results of the research, the author found that there was no direct statement from the community stating that they were confident in the services provided by the Transportation Agency. According to the researcher, based on the results of observation and interview research that there are still some illegal parking attendants in certain crowded areas that are not fully under the auspices of the office, so that this retribution is clearly included in illegal levies that are detrimental to the community and the region itself, it is also necessary to appeal to the public that every parking must use a ticket as valid evidence of the services that must be paid, of course, otherwise. And the Transportation Agency should also act quickly in handling this matter. Therefore, the author concludes that the assurance strategy implemented by the immigration from the Transportation Agency is still not good enough and still needs to be improved.

5) Empathy

In this case, the dimension of service quality is the provision of more humane attention based on one's conscience. Based on the results of the researcher's research, the empathy strategy assessment category has entered a good stage because for the community the performance of the Transportation Department is actually quite visible but less prominent so that it is still inferior to the dominance of the community's wishes, then the community also claimed to be helped by the existence of the Transportation Department which impressed the community, because in several incidents such as violations and accidents the Transportation Department quickly helped resolve the situation and the community felt impressed with the services provided by the Transportation Department.

The author will employ the "SWOT Analysis" model to evaluate the strategy aimed at enhancing the quality of services offered at the Binjai City Transportation Office. This analysis will focus on internal strengths and weaknesses, as well as external opportunities and threats.

a) Internal factor

Based on the results of the author's observation and interview research, the strengths of the Binjai City Transportation Office in carrying out its role as a public servant are as follows:

[1]. The competency of dependable employees in delivering services to the public is dependent on possessing the necessary knowledge, skills, attitudes, and behaviour.

Therefore, in providing services, officers from the Binjai City Transportation Office who provide direct services to the public must be able to be friendly, neat, energetic and experienced so that people feel satisfied and comfortable.

[2]. The availability of a Motor Vehicle Testing building and its equipment.

[3]. Facilities and infrastructure refer to all equipment, machinery and facilities essential for conducting work effectively.

In this case, the supporting facilities and infrastructure include those that are needed by employees in working such as office equipment, computers, comfortable rooms to the needs of the community such as office facilities, 1 terminal, 1 vehicle KIR test site, operational vehicles, communication equipment and administrative equipment both manual and electronic in nature. This aligns with Moenir's theory that service facilities encompass various types of equipment, work tools, and other facilities that serve as primary tools or assistants in performing tasks, as well as play a social role in meeting the needs of individuals interacting with the organisation.

[4]. Real changes from public service reforms

In this case, the real change is the strategy of the programmes that are run, namely:

- 1) Office Administration Services Programme
This activity is an increase in services in the field of transportation which includes office administration needs and honorary services, casual daily workers (THL).
- 2) Apparatus Facilities and Infrastructure Improvement Programme
This activity is an increase in apparatus facilities and infrastructure in the field of transportation which includes the provision of routine procurement and maintenance.
- 3) Apparatus Discipline Improvement Programme
This activity is an increase in workwear equipment to improve apparatus discipline in carrying out tasks in the field and PKB hall.
- 4) Personnel Resource Capacity Improvement Programme
This activity is an increase in services to civil apparatuses in improving human resources so that later they will be able to improve their performance.
- 5) Personnel Resource Development Capacity Building Programme
This activity is to improve services to the community in providing work reports to the leadership.
- 6) Transportation Infrastructure and Facilities Development Programme
This activity is to improve services to the community regarding the supervision of internet cafes and telecommunication towers.
- 7) LLAJ Infrastructure and Facilities Rehabilitation and Maintenance Programme
This activity is an improvement in services to the community and transportation users through maintenance of activities that have been carried out.
- 8) Transport Service Improvement Programme
This activity is an increase in services in the field of transportation in terms of implementing socialisation and increasing knowledge in the field of transportation.
- 9) Traffic Control and Security Programme
This activity is an increase in services in the field of transportation in engineering traffic flow in accident-prone areas and areas prone to traffic jams.
- 10) Traffic Control and Security Programme
This activity is an increase in services in the field of transportation in improving public safety on the road and to find out traffic signs and monitoring the level of traffic density.

Based on the results of the author's observations and interviews, the weaknesses of the Binjai City Transportation Agency in carrying out the role of public servants are as follows: (1) There is still low work discipline and some employees do not understand tupoksi; (2) Limited Human Resources, especially those with an educational background in traffic engineering or civil engineering or mechanical engineering, telecommunications infrastructure development and those with above-average computer skills; (3) Less than optimal condition of supporting equipment owned; (4) Lack of road infrastructure and facilities as a support for realising traffic order, flexibility, safety and security.

b) External factor

Based on the results of observation research and researcher interviews, as for the opportunities for the Binjai City Transportation Agency in carrying out its role as a public servant are as follows: Based on the results of observation research and interviews with the author, as for the opportunities for the Binjai City Transportation Office in carrying out the role of public servant are as follows:

1) Development of technology, information and communication

The effectiveness of task implementation will be greatly supported by the polish of Science and Technology in the implementation of daily tasks in order to realise the main tasks and functions of the agency. Electronic media, modern management and the development of information and management systems are part of the development of technology, information and communication that can be adopted by the government field in the context of implementing services to the community.

2) Collaboration with Stakeholders

Input in the form of criticism and expectations that are in line with the reform movement are voiced and addressed to the organisation of government apparatus at various levels, as well as the commitment of the ranks of the bureaucracy to further improve their performance and accountability in serving the interests of the community is a great motivation for the creation of cooperation between various parties concerned with the implementation of a task according to the specifications of the task in question.

3) The level of public awareness to play an active role in the transport sector is increasing

Based on the research results of the author's observations and interviews, the threats of the Binjai City Transportation Office in carrying out the role of public servants are as follows: (1) The low level of public knowledge and awareness in obeying traffic regulations and the high number and fatality of accidents. 2. There is still low community involvement in the provision of transportation facilities and infrastructure; (2) The motorbike mode has the largest percentage, as a result of the easy requirements for owning private vehicles, especially 2 (two) wheels, thus increasing the number of motorbike and ojeg users; (3) The size of the work area. (4) Low level of public awareness of traffic order, (5) sense of ownership of traffic facilities. (6) The percentage of vehicle growth is not proportional to the existing infrastructure. (7) The emergence of illegal parking attendants. (8) Low awareness of mandatory vehicle owners in testing their vehicles.

4.3. Obstacles in Implementing Strategies to Curb Public Roadside Parking in Binjai City

From the results of interviews obtained from additional informants of illegal parking perpetrators, it can be concluded that the socialisation carried out by the Department of Transportation is still not evenly successful, in this case researchers found the inability of persuasive communication carried out by the Department of Transportation to influence and even change the attitude of illegal parking perpetrators to want to join the guidance system implemented by the Department of Transportation, and also the inability of the Department of Transportation to provide maximum education to motor vehicle users who are less obedient to the rules. In essence, the purpose of persuasive communication is to change or influence a person's beliefs, attitudes, and behaviour so that they act in accordance with what the communicator expects, but in reality, the attitudes and actions of the people of Binjai City do not reflect compliance with the appeal that the Binjai City Transportation Agency provides as a form of obedience to regulations regarding parking in Binjai City.

According to Stephen Toulmin, a communication expert, argues that one of the reasons why persuasive communication can be weak is because of differences in values and beliefs, meaning that if the audience has values, beliefs or views that are fundamentally different from the sender of the message, persuasive communication can be difficult or even unsuccessful. This is what happened between Dishub Kota Binjai and the people of Binjai City and the perpetrators of illegal parking, there is no common belief about the problems conveyed, and there is no common view about what is conveyed. In addition to differences in values and beliefs, another factor that influences and makes persuasive communication patterns weak is

a lack of care or trust, meaning that if the audience does not feel that the sender of the message cares about their interests or does not trust the sender of the message, they may not be motivated to accept the persuasive message. In this case, the public as well as illegal parkers do not feel that what is conveyed by Dishub is something very important to heed, they tend to choose what they consider important, even though what is conveyed by Dishub is something important for the good, progress, and order of Binjai City. It can be seen that until now, the parking problem in Binjai City is still one of the crucial problems that has never been resolved because it is caused by the increasing number of violations even though appeals and regulations have been implemented.

The data supporting the unsuccessfulness of persuasive communication in the socialisation of illegal parking control can be seen from the responses of informants that researchers interviewed. He rejected the method of control carried out by the Transportation Agency on the grounds that if he participated in the fostering system implemented by the Transportation Agency he would get less than the total income he usually got, besides that he was worried about the management of income from the profit-sharing system applied. This shows that the weak results of persuasive communication patterns that have occurred so that the response or reaction from the community is not optimal.

Based on the theory of persuasive communication strategies from Carl I. Hovland which is applied to this research, persuasive communication has been applied by the Transportation Agency to illegal parking attendants as well as motorised vehicle users. With this persuasive action, it is hoped that illegal parking attendants can join in the guidance that has been set by the Transportation Agency. Persuasive communication applied can be said to have influenced most of the illegal parking attendants to want to be under the guidance of the Transportation Department, and they want to obey the rules set by the Transportation Department. So that both parties both feel benefited by the applied control method.

However, in reality, this form of persuasive communication has not reached the maximum stage, the existence of a form of rejection and hesitation from illegal parking perpetrators towards the applied coaching system makes the persuasive actions taken can be said to be still not quite successful. To measure the dimensions of the service quality strategy of the Transportation Agency in curbing illegal parking in Binjai City and to see the extent to which the strategy implemented is effective or not in the community, there are 5 things that can be used as tools to measure, namely, tangibles, reliability, responsiveness, assurance, empathy.

1) Tangibles

To ensure the achievement of public satisfaction in the context of controlling illegal parking, of course things related to physical facilities, equipment, human resources are important factors. In connection with this, the author has made field observations to ensure that the data obtained is in accordance with the field. Public service facilities provided by the Binjai City Transportation Office to provide comfort to the community, have several facilities that can be relied on by the community, such as almost all parking lots are provided by legal parking attendants with official identities and tickets to assist the community in finding a place to park our vehicles.

In addition, the form of direct evidence given from the Transportation Agency to the community is the formation of a movement which is one of the strategies of the Transportation Agency, namely Security in Morning and Afternoon Crowded Hours (PAMPADAT PAGI SORE) as shown above. Because in the morning activities such as people who go to school and work while in the afternoon the activity or time when people return from work is a vulnerable

time or time when the highway is congested so that at that hour the traffic will be crowded and it is an efficient time for the Transportation Department to carry out security or patrols.

2) Reliability

The Binjai City Transportation Office's effectiveness in delivering promised services is crucial. As the community's demand for services increases, it is necessary to ensure that services are provided quickly and accurately. Reliability is key in delivering services promptly and satisfactorily, including being on time and completing tasks with precision. The office's reliability is measured by its ability to provide fast, precise, and accurate services to the community. To ensure community satisfaction, it is important for the office to be reliable and professional in delivering services promptly and accurately. Government agencies must be able to deliver services as promised in a timely, accurate, and reliable manner to meet community expectations. The study revealed that the people of Binjai City are generally content with the Transportation Agency's reliability in addressing public complaints and providing timely and accurate services.

3) Responsiveness

In public services, it is crucial for employees to be responsive as it demonstrates the organisation's commitment to addressing and acknowledging the needs and desires of the community. This responsiveness pertains to the willingness and ability of staff to assist individuals in need of services.

4) Assurance

This pertains to the competence and politeness of staff members and their capacity to instil trust and assurance in the public. The Transportation Agency Office of the City of Binjai is responsible for managing urban transportation services in a safe, organized, secure, and efficient manner, particularly for the residents of Binjai. It is important for individuals to feel secure both within and outside the office while receiving services. As a result, enhancing services to instil a sense of security in the community during service delivery is crucial. Addressing security issues in crowded areas of Binjai City where illegal parking attendants operate is imperative. The level of security provided, especially at busy locations in Binjai City, is satisfactory. Improving the quality of services in relation to creating a secure environment for the community involves deploying parking attendants with official identification to ensure safety in parking lots. Staff members at the Binjai City Transportation Office are dedicated to performing their duties proficiently throughout the service process. Any grievances from the public will be promptly addressed by the City of Binjai.

Compliant with the Minister of Administrative Reform Decree No. 63/KEP/M.PAN/7/2003 and Law No. 25 on Service Standards, it is essential for service providers to possess the right knowledge, skills, attitudes, and behaviours. The service implementation within the Service Section of the Binjai City Transportation Agency aims to be efficient and effective. Therefore, both service recipients and providers must have a clear understanding of the procedures in place. The community must adhere to the requirements set by the Binjai City Transportation Agency.

5) Empathy

Empathy involves showing compassion and concern towards the community and addressing their needs. A public agency should always be prepared to assist those in need of services. By prioritising the needs of the community, employees can become effective public servants. The Binjai City Transportation Office has made progress in its strategy, but there are still issues such as parking, congestion, and illegal parking that need to be addressed. Community feedback indicates that the willingness of officers to serve is generally good. Hence, it is important to pay attention to providing adequate information to the community.

5. Conclusion

The research findings highlight several key conclusions regarding the efforts of the Binjai City Transportation Agency in addressing illegal parking and improving service quality. Firstly, persuasive communication is employed by the agency to encourage illegal parking perpetrators to participate in a coaching program aimed at reducing illegal parking, with direct socialisation being the primary approach. However, the main challenges faced by the agency include the lack of available parking spaces and difficulties in persuading illegal parking attendants to transition into being officially fostered parking attendants (*juru parkir*). Additionally, an evaluation of service quality dimensions—tangibles, reliability, responsiveness, assurance, and empathy—reveals that the community perceives direct evidence, reliability, and responsiveness positively, while assurance and empathy still receive low ratings, indicating a need for significant improvement in these areas.

Furthermore, a SWOT analysis was conducted to assess the strategies for enhancing service quality at the Binjai City Transportation Agency. The internal factors include strengths such as the presence of capable human resources, availability of a Motor Vehicle Testing facility and its equipment, adequate infrastructure, and tangible outcomes from public service reforms. On the other hand, weaknesses identified include low work discipline, limited human resources, suboptimal condition of supporting equipment, and insufficient road infrastructure to support traffic order and safety. Externally, opportunities arise from advancements in technology, potential collaborations with stakeholders, and growing public awareness and involvement in transportation matters. However, threats remain, including low public knowledge and compliance with traffic regulations, minimal community engagement in transportation infrastructure provision, and the disproportionate growth of vehicles relative to existing infrastructure.

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