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**GOVERNMENT STRATEGY IN MANAGEMENT OF PARKING RETRIBUTION IN  
NATURAL TOURISM AREAS****Oleh****Nastia<sup>1)</sup>, Hastuti<sup>2)</sup> & L.M. Azhar Sa'ban<sup>3)</sup>****<sup>1,3</sup>Department of Government Science, Faculty of Social Science and Political Science  
Universitas Muhammadiyah Buton, Baubau Southeast Sulawesi 93728, Indonesia.****<sup>2</sup>Department of Management, Faculty of Economics Universitas Muhammadiyah Buton,  
Baubau Southeast Sulawesi 93728, Indonesia****Email: <sup>1</sup>[nastiatia567@gmail.com](mailto:nastiatia567@gmail.com), <sup>2</sup>[tutie977@gmail.com](mailto:tutie977@gmail.com) & <sup>3</sup>[izharrazi@gmail.com](mailto:izharrazi@gmail.com)****Abstrak**

South Buton Regency, as one of the tourism destinations in the Buton Islands, features a variety of tourist attractions. The government must manage parking costs in tourist areas, and every use of the budget must be transparent, so a village government strategy to turn strengths into opportunities, strategies to exploit weaknesses into opportunities, strategies to transform threats into strengths, and strategies to avoid threats is required. As a result, the goal of this research is to examine the village government's parking fee optimization technique to boost Regional Original Income. This type of study employs a qualitative approach and a descriptive approach, as well as a SWOT analysis. According to the SWOT analysis, the parking management of the Kaburaburana tourist area has been progressing well in an endeavor to boost tourism potential. However, these findings continue to present challenges or hurdles at various stages of the process.

**Keywords: Government Strategy, Management, Parking Retribution & SWOT**

**INTRODUCTION**

In a decentralized system, regions have the authority to organize, find, administer, and spend regional finances to boost regional income in accordance with regional conditions [1]. The main revenue of regional taxes, regional taxes, the outcomes of separate regional assets, and other results is referred to as primary regional income [2]–[5]. Regional income distribution is one of the most important regional revenues and plays a significant role in regional income [6]. To be able to create and stimulate an increase in local revenue for successful development and services, each region must be creative in terms of innovation [7]. Parking services are one of the region's possible revenue sources.

In practice, user fees are classified as one of three types: public service costs, business service prices, or license fees [8]. The quantity of remuneration received by the donor must correspond to the amount of revenue earned by

the donor for it to be accepted between the recipient and the donor [9]–[11], which is normally established by regional legislation in each region receiving the remuneration.

South Buton Regency is a new Autonomous Region created because of the expansion of Buton Regency, Southeast Sulawesi Province, as stipulated by Law No. 16 of the Republic of Indonesia. The expansion is intended to help Southeast Sulawesi Province in general, and South Buton Regency in particular, develop and progress. To strengthen government administration, growth, and public services, as well as the ability to exploit regional potential to actualize the construction of the South Buton Regency community.

The natural tourism of Kaburaburana, which is in the village of South Lawela, is one of several tourist spots in South Buton Regency that needs to be promoted. The population,

particularly those in the Buton archipelago, has long been aware of this natural tourism.

Traders, job seekers, educators, visitors, and a variety of other groups are all interested in visiting Kaburaburana's natural tourist attractions. As a result, taxes and fees will be imposed in a variety of areas. Public service levies, corporate service taxes, and licensing fees will all benefit from the distribution. The levy in the natural tourist area of Kabura Parking, with the number of cars accessing tourist attractions every day, has a lot of parking spaces, because every vehicle will undoubtedly park someplace, and is one of the contributors to the south-lawala sub-district. As a result, village self-government will play an essential role in arranging parking spots in Kaburaburana's natural tourist region.

Local taxes are a type of community participation in regional autonomy implementation. Local taxes are a major source of revenue for the region, and they can help fund regional management and growth. In general, any district's problem is that the ballot is the largest, accounting for a significant portion of the district's revenue.

The following income is computed based on the author's observations from information from the South Lawela Village Government that the monthly village income from the parking service is 3,500,000 thousand rupiah:

**Table 1. Parking Budget**

No	Budget recipient	Amount	Percentage
1.	Village	Rp. 700.000	20%
2.	Mosque	Rp. 350.000	10%
3.	Land owner	Rp. 700.000	20%
4.	Security	Rp. 350.000	10%
5.	Parking Manager	Rp. 1.400.000	40%
<b>Total</b>		<b>Rp. 3.500.000</b>	<b>100%</b>

Every month, the village distributes cash to mosques, landowners, and security, while the balance is managed by the village. While there were inconsistencies in the use of money in the field, it was difficult to address issues such as

whether there were youth activities where the budget should have been used but was not for various reasons. Furthermore, there is dishonesty by the parking attendants in the field when it comes to collecting parking money at the Buraburana tourist site; sometimes certain vehicles are not issued an entry ticket, resulting in the parking charge going into the parking attendant's pocket.

As a result, the village government must manage parking retribution, and there must be transparency in every use of the budget, necessitating the development of a village government strategy to turn strengths into opportunities, strategies to exploit weaknesses into opportunities, threat strategies to become strengths, and threat strategies to avoid.

## RESEARCH METHOD

This type of research uses quantitative methods with a descriptive approach and tends to use SWOT analysis. SWOT analysis is an analysis of the internal and external conditions of an organization that will be used as the basis for strategic planning and work programs. Internal analysis consists of measuring strengths and weaknesses. The government's strategy for managing parking fees in natural tourism areas The focus of the research in this study is to collect parking retribution, implement parking retribution collection, supervise parking levy collection, and SWOT analysis [12]. The types of data used are primary data and secondary data. Primary data was obtained from interviews and document studies. The data collection technique used in this study was interviews. The data analysis technique used in this study is an interactive analysis model method, namely the process of collecting data, presenting data, reducing data, and drawing conclusions.

## RESULTS AND DISCUSSION

### Parking Levy Collection Planning

The basic functions of management, because organization, personnel and control

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must be planned. The plan is the role of the implementer, who has an interest in choosing objectives, policies, procedures, and procedures from the available alternatives. Rismianto, et. all. (2013) suggests that planning is the process of determining a plan, so a plan is a product of a plan [7].

The plan must be prepared carefully and thoroughly and focus on the hope for a better and more progressive future. Each activity needs to be carefully planned to achieve the objectives of the activity.

According to this definition, parking fees are borne by a person or organization who has an obligation to retaliate. Of course, the government should have planned to levy a fee on the mandatory usage fee to accomplish what it should have done. Planning to charge parking fees to determine the effectiveness of Parking Retribution on Regional Original Revenue is a plan to support the implementation of parking fees.

A plan for an activity is something that is formed to achieve the objectives of the activity within a time limit. This is in accordance with the statement of the Village Head, Aawalil Qadim, our goal is to park in the tourist attraction area of Kaburaburana. That is, to create individuals who understand the importance of applying parking fees, improve parking industry services, and then increase parking industry revenues.

From the statement above, parking has a purpose in achieving organizational goals. The need to create people who understand the importance of knowing the imposition of retribution is the first step in educating the community about the importance of paying retribution. The community needs to be aware of the obligation to pay the duty in advance, so that the community can pay the duty based on their personal awareness, not just based on the rules set by the village government.

The South Lawela Village Government also aims to collect user fees to improve parking sector services. If parking services continue to

be improved, the community will trust the South Lawela Village Government that parking services are important for the safety of public vehicles. Good service from the garden sector will effectively increase the village's income from the gardening department. This goal is not considered the best goal because there are still concerns in the community, and sometimes there are even those who suspect parking attendants after parking the vehicle and leaving it in the parking lot for a certain period.

When using parking services as a parking service user, I have not experienced any improvement in terms of security, facilities, and services, because I still feel unwell when using the parking service because of the state of the tourist attractions, and I don't believe it," he said. I left my vehicle in the parking lot. Maybe the village government's plan is not the best and the biggest. Parking management officers must be able to check for deficiencies at the location, so as not to cause complaints from the community, but why don't the village government or parking management officers make corrections? So far, the field conditions are getting worse.

The village government aims to increase parking costs, which means increasing parking revenues. If the community is aware of such retaliation, ideally, the village income from the tax sector will automatically increase. To increase user fee income, the village government must be stricter with parking management, such as by expanding the parking area and correctly listing existing mandatory levies, so that no one is obligated to take revenge, but nothing is free. And they must be able to correct the complaint. - Public complaints create a favourable situation. The right strategy helps achieve organizational goals. A well-prepared strategy can bring effective benefits to the organization. According to the village apparatus Sumarno, the village government develops a strategy to achieve organizational goals: "In order to achieve organizational goals, villagers

developed a way to campaign for parking fees for the parking community in the tourist area of Kaburaburana. "Then, starting with correcting parking fees, we developed a monitoring strategy to enforce parking fees based on parking fees. fields.

Based on the results of the study, the revenue target went according to plan. The results of the collection of parking fees in the parking lot are submitted to the village authorities. Because this is income from parking fees, it has the potential to grow and grow the village's income, particularly in the parking lots.

### **Organizing Parking Retribution Collection**

The procedures taken by the village council and park rangers to collect parking fees demonstrate a division of labor. The established system for collecting parking spaces necessitates excellent coordination. When a solid strategy isn't adequately implemented, it might lead to major issues.

Organizations may be solved by identifying the tasks that must be accomplished, establishing who should complete them, grouping the tasks, determining who is responsible for these duties, and determining at what level decisions should be made. The division of labor is one of the most important parts of the process of creating an organizational structure. "At the organizational stage, the division of work is carried out according to their particular fields," says Sumarno, the village chief.

Resources for payback collection are required in the application of levies. Human resources, mainly collectors and supervisors, are one of the duties of organizational management. Government officials, as well as the back office and supporting infrastructure, use this strategy to collect data. All these feature's aid in the collection of parking fines.

The human component is the most fundamental and vital factor in any business. Qualified personnel must be able to manage their own work to complete their

responsibilities and objectives accurately and objectively. The number of employees in an organization must be balanced with the number of workers in the company. The goal is to keep the number of parking attendants low enough so there is no waste and they can operate efficiently.

According to the parking lot manager, Musran's present job resulted in the following task division: "Parking operators are volunteer employees.

As a parking attendant, he still has numerous challenges, but the government appears unconcerned about the situation in the neighborhood, even though Kasman is a parking attendant, according to interviews with parking attendants. "Parking officers prioritize service only when the car enters and exits Kaburaburana, and they do not give services that are required when the vehicle enters Kaburaburana," he responded. As a result, we'll require someone to change the vehicle's location in the region. That is why we are the parking guard Kaburaburana shadow.

According to the findings of the interview, the parking retribution management organization has organizational stages in retribution management. The village authorities must make modifications in this region at this point. Because it's pointless to complain about the post office for a while, because there are no suitable regulations in place to govern a vast parking lot. Park managers, on the other hand, organize the management of park fees to boost local revenue from user fees. the parking fees.

### **Implementation of Parking Retribution Collection.**

Because it is directly tied to the utilization of human resources, implementation is the most significant function in management. Encourage all subordinates to collaborate to attain their objectives.

The issues of movement and implementation are intertwined. It is humanity's most difficult problem. As a result, the most

common action while implementing a management function is implementation.

Movement or activity is a method of ensuring that all members of a team work diligently to achieve goals in accordance with the management strategy and organizational efforts. As a result, acting entails getting individuals to work together, either independently or purposefully, to achieve a specific aim. In leadership, movement is a human relationship that demands subordinates to be ready to understand their energy and contribute to the fulfilment of company goals effectively and efficiently. This trend is complicated in management because it affects not only people, but also their communal behaviour.

Parking retribution is dealt out by government-appointed parking retribution employees. The Village Head, Awalil Qadim, stated: "Parking fees on public highways are collected by parking officers assigned by the authorities in the village, and they will carry out their duties as parking attendants.

Meanwhile, Musran, as parking manager, proposes the following theme or parking fee: The community is a user of parking services, and the parking lot becomes an object of community usage.

People who receive public services are people who use parking services or rewards. The community has the right to receive excellent government services as a public service provider. One type of quality service is the provision of ample and secure parking. In certain ways, the parking area fits the requirements (capacity is determined by the community's parking space quota). When parking a vehicle in a parking lot, it is safe in the sense that it will not generate too much anxiety.

The implementation of this service fails to bring comfort to the community, because one of the people who used to enjoy parking in the Kabura-Burana parking lot was tourist attractions. I don't agree with existing

regulations. Parking management officers must be able to demonstrate confidence," say users of the La Ramli car park. Adjustments must be made during the implementation process in accordance with the objectives of the village government's "Village Regulations," so that the existing rules not only make sense but can also be executed.

Parking services are also tied to the friendliness and agility of the parking attendants, in addition to the security and convenience of the parking lot. "Maybe some parking attendants do not follow the parking laws, especially in the Cabra Nana tourist area," the researcher said, "but our parking attendants attempt to give directions every month according to the existing work agenda.

The parking price imposed by the parking attendant is also considered, according to Zaerudin, head of the South Lawela Village Service Section: "The parking fee charged by the parking attendant is regulated in compliance with existing legislation. However, some people charge a parking price that is higher than the vehicle type provided, and the money is not returned to the customer (community) at the current rate. This is since parking the government does not pay the waiters; instead, they rely on the residual expenses from the gathered funds.

The village authority has imposed a parking fee of Rp. 5,000 for two-wheeled vehicles and Rp. 10000- for four-wheeled vehicles. Everybody's parking cost isn't always the same. Because the parking lot does not get government remuneration but relies on additional parking costs, some customers pay more than the predetermined parking rate, and some parking attendants do not repay the remaining parking payments to parking users. According to the village secretary Sumarno, the legal basis is in conformity with the applicable processes in the provision of parking services:

"The legal grounding, we have is appropriate," the official said. As a result, for



bill payment activities, parking attendants can only resort to the current regulations.

The ticket can still be used as a parking card in some cases. If they want to park their car in a parking lot, every individual who uses parking services will receive a parking card. However, one thing becomes a significant burden for park officials: the cash they earn and the duty they have for maintaining public transportation cars parked in the parking lot.

Based on the findings of the interviews, researchers can infer that while implementing or activating parking retribution management in the Kaburaburana tourist region, it is critical to pay attention to the implementation method in order to achieve maximum parking retribution management. Parking retribution officers are parking officers assigned by the village authority to enforce parking fees. People who park or use parking services are usually aware that they must pay each time they do so. You must pay parking fees based on those imposed to other parking customers. Many Park visitors are unaware of the government parking tax. As a result, parking fees are frequently variable.

### **Supervision of Collection of Parking Retribution**

Its function is to control. This role includes all the activities of a manager or leader to ensure that actual results are consistent with planned results. Monitoring here is defined as the monitoring process carried out by the national park team. Monitoring the implementation of levies is very urgent.

It is undeniable that regulation plays an important role in minimizing user costs. Surveillance is a monitoring process to determine whether an activity is carried out at a certain location. Good oversight can minimize inequality, thereby reducing the ability to successfully collect parking fees.

The benchmark of the discussion of supervision as an organic function of management is to define supervision as the process of observing all organizational activities to further ensure that all work is

carried out according to the given plan. From senior managers to the organic functions of lower managers who directly control the technical activities of all operators, supervision is one of the tasks that every managerial position must complete. The monitoring process is basically carried out through management and management using two technologies, namely direct monitoring, and indirect monitoring. Direct supervision is the person in charge of the group that oversees ongoing activities. Although indirect monitoring is remote monitoring, this monitoring is carried out based on reports submitted by subordinates. The report can be in oral or written form.

In terms of supervision, according to Village Head Awalil Qadim, parking retribution management in the tourist area of Kaburaburana with supervision is carried out by parking officers every day, usually between 08.00-16.00.

Meanwhile, according to the parking attendant, Kasman said the village supervisor was not every day, but for six months. In addition to re-checking reports, supervision must also be carried out.

Based on the results of the interviews, the village government carried out a process of monitoring parking fees. Monitoring Every working day, park rangers and local government employees do this. However, in practice, park officials often do not have regular supervision every six months. Parking attendants work harder to collect parking fees. This can be used as a cause of irregular parking management, for security and completeness of parking attendant attributes. Control activities also affect parking cost control, which relates to parking spaces that must pay parking fees to the government.

### **South Lawela Village Government Strategy in Parking Retribution Management.**

The tactics implemented are several descriptions of parking charge management strategies implemented by the village

government of South Lawela, which can be analyzed by looking at the policies implemented by the village government on parking retribution management. The South Lawela village government's goal in developing a parking fee management system is to unleash all of the potential that exists in South Lawela village but has yet to be realized. As a result, in order to meet the intended goals, a strategy for enhancing the management of parking consequences in the tourist region of Buraburana is critical.

To determine the strategy and development of plans for improving the management of parking situations in Buraburana's tourism region, a SWOT analysis must be used to identify the main success components, which include strengths, weaknesses, opportunities, and threats.

#### **Strengths**

In terms of planning, organizing, implementing, and controlling aspects, the following strengths can be identified in the management of parking retributions in the tourist area of Buraburana:

- 1) There is a DEC regulation that enforces parking spaces at the Buraburana tourist attraction.
- 2) There is support from South Lawela Village for parking management.
- 3) There is cooperation between the Village Government and Karangtaruna.
- 4) The potential of Kaburaburana tourism objects to boost parking revenue.

#### **Weakness**

- 1) Lack of coordination between parking attendants in the field.
- 2) Lack of hearing the aspirations of the community.
- 3) The existence of illegal parking services.

#### **Opportunity**

- 1) Location of strategic tourist attractions;
- 2) There is support from the Village Government and Youth Organizations.
- 3) The costs do not impose a burden on the community.

- 4) Community Empowerment
- 5) The increase in collection rates is adjusted to the income of the community.

#### **Threat**

- 1) There are still messy parking lots;
- 2) High rates beyond the official parking rental standards.
- 3) Lack of awareness of public order in parking.
- 4) The government has not provided the best public transportation service in South Lawela Village.

#### **Strengths-Opportunities Strategy**

Strategies for profit and opportunity creation are strategies created by taking advantage of existing opportunities. Then take advantage of the internal environment to capture opportunities in the external environment. This strategy is implemented as follows:

- 1) Increasing the number of personnel to supervise the work of parking attendants to reduce parking problems on site.
- 2) The village government proposes a cooperation plan to increase parking potential through community participation.
- 3) Routinely carry out socialization and monitoring of outdoor parking.

#### **Strengths-Threat Strategy**

This strategy is derived from 'threats and threats', ie strategies made by using force to overcome threats. The strength of the indoor environment can be used to overcome the threats from the indoor environment in parking management. The strategy adopted aims to improve coordination and cooperation between internal parties such as village officials, parking managers, parking lots and the community.

#### **Weakness-Opportunity Strategy**

This strategy stems from weaknesses and opportunities and is a strategy that is developed by minimizing weaknesses to take advantage of opportunities. Then, minimize defects in the indoor environment to absorb opportunities from the outdoor environment through the

parking management of South Lawela Village. The strategy applied is to increase parking fees in the tourist attraction area of Kanbura-burana and increase the commitment and responsibility of the government in efforts to manage parking in the tourist attraction area of Bura-burana.

### Weakness-Threat Strategy

This strategy stems from weaknesses and threats and is a strategy that is made by minimizing weaknesses and avoiding threats. Then, minimize the weaknesses of the internal environment and avoid internal environmental threats in the management of the South Lawela Village parking lot. The strategies adopted are as follows:

- 1) Create a regular area in the forecast by adding parking signs and parking restrictions.
- 2) Improve on-site supervision personnel.
- 3) Provide a wider parking area

### CONCLUSION

The parking management of the Kaburaburana tourism area has been progressing well, according to the SWOT analysis, albeit there are still impediments or obstacles owing to this conclusion at various phases of the process. Through cooperation and community engagement, the village government routinely conducts socialization and parking spot monitoring, as well as implementing parking and road management in Kaburaburana's natural tourist region. It is conceivable to expand the number of staff to manage the job of parking attendants in the Strengths-Opportunities Strategy to eliminate parking problems on site. An orderly area can be assessed in the Strengths-Threat Strategy by increasing the number of parking signs installed, parking limitations, increasing the number of supervisors on site, and offering free parking places. We focus on optimizing village regulation rules to improve cooperation and collaboration with the internal village administration, managers, parking officers, and the community in the Weakness-Opportunity

Strategy. The Weakness-Threat Strategy can be implemented by raising parking prices in Kanburaburana's tourist attraction area and boosting the government's commitment and responsibility for managing parking in the Bluraburana tourist attraction region.

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HALAMAN INI SENGAJA DIKOSONGKAN