

Baubau City Transportation Department Strategy Towards Regulation and Supervision of Illegal Parkin in Baubau City

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Abstract

This study aims to analyze the strategies implemented by the Baubau City Transportation Agency in controlling and supervising illegal parking using a SWOT (Strengths, Weaknesses, Opportunities, Threats) approach. Illegal parking is a significant problem in Baubau City, causing traffic congestion and reducing the comfort and safety of road users. The SWOT analysis results indicate that the Transportation Agency has several strengths, such as clear policies and regulations, committed leadership, and the use of monitoring technology. However, there are weaknesses that include limited human resources and infrastructure, as well as public resistance to parking regulations. Opportunities that can be exploited include the use of digital technology and smart cities, and the development of partnerships with the private sector. Meanwhile, threats faced include public resistance, political pressure, and rapid vehicle growth. Based on this analysis, the study recommends increased inter-agency collaboration, the use of more sophisticated technology, and a more intensive public education campaign to improve the effectiveness of illegal parking control in Baubau City.

Keywords: Department Strategy, Transportation Agency, Illegal Parking, Baubau City, policies and regulations

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INTRODUCTION

Parking is a temporary stopping place for vehicles such as motorcycles, cars, and other vehicles for a specific period of time, depending on the owner's needs. Therefore, parking is a common occurrence in transportation systems in general. This parking phenomenon occurs in almost every region and city in Indonesia. (Dewi, 2018) The emergence of transportation problems such as traffic congestion, parking problems, public transportation, and so on is caused by the increasing need for transportation that is not balanced by an increase in transportation services and the provision of adequate infrastructure. Essentially, congestion can be reduced by the provision of adequate parking facilities. (Handayani and Sarwono 2021).

Illegal parking has become a troubling problem in urban transportation management in various cities in Indonesia, including Baubau City. This phenomenon not only disrupts traffic order but also negatively impacts security, city aesthetics, and

citizen comfort (Jones, 2016) . Baubau City, as one of the cities experiencing rapid population and vehicle growth, is not immune to the increasingly rampant problem of illegal parking. This illegal parking activity occurs not only on the roadsides but also extends to sidewalks, city parks, and other public areas (Kusuma, 2020).

The city of Baubau has recently experienced problems related to smooth traffic flow. This is due to the increasing number of vehicles, inadequate road availability, and damaged road conditions. Other causes of traffic congestion include public transportation, vehicle parking on the roadway, and street vendors (PKL) using the roadside (Yusuf, 2017). As the population increases, coupled with an increase in living standards, people are becoming more consumptive, one of which is through the ownership of private vehicles (Siswanto & Salim, 2019). The increasing number of vehicles has implications for the number of parking spaces used in daily activities. In some cases, other parties often misuse parking spaces for profit. Parking spaces are an important and urgent problem that requires more attention from local governments. (Nurmagfirah, 2019).

Basically, illegal parking reflects the city government's inability to provide adequate parking facilities and manage public spaces well. (Rahman, 2019). Factors such as population growth, urbanization, and urban economic development are the main triggers for the emergence of this illegal parking problem. (Roland & Poni, 2021). Therefore, addressing illegal parking is not merely a technical matter but also requires a holistic approach involving coordination between government agencies, community participation, and the establishment of effective policies (Rusnaedi, 2022).

In this context, the Baubau City Transportation Agency plays a strategic role in addressing illegal parking issues. As the agency responsible for organizing transportation and traffic within its region, the Transportation Agency has the authority to formulate policies, regulate parking spaces, and enforce the law against parking violations (Smith, 2018) . However, the Transportation Agency's efforts still face various obstacles, both in terms of resources and public support.

METHOD

This study uses a qualitative approach with a SWOT (*Strengths, Weaknesses, Opportunities, and Threats*) analysis method to evaluate the Baubau City Transportation Agency's strategy in controlling and supervising illegal parking. This approach was chosen because it allows researchers to identify internal strengths and weaknesses as well as external opportunities and threats that influence the effectiveness of the control strategy (Juwita, 2025).

Data collection in this study was carried out through several methods, namely In-depth Interviews conducted to obtain information from various stakeholders involved in the regulation and supervision of illegal parking. Respondents in this interview included: Baubau City Transportation Agency Officials: To gain an understanding of the policies, strategies, and challenges faced in regulating illegal parking, Law Enforcement Officers (Police and Satpol PP): To gain perspectives on inter-agency collaboration and the effectiveness of joint operations in enforcing parking regulations, Drivers and Vehicle Owners: To understand public perceptions of parking policies and factors that encourage illegal parking violations (Winangun,

2022a) . Field observations were conducted at several known illegal parking points in Baubau City to observe parking patterns and locations where violations frequently occur, understand the effectiveness of routine patrols and rapid responses to parking violations, see the use of surveillance technology, such as CCTV and mobile applications, in detecting and documenting parking violations. Document analysis was conducted on various official documents relevant to parking enforcement policies and strategies, such as: Policy and Regulatory Documents: Including regional regulations, operational guidelines, and SOPs governing parking enforcement and supervision. Transportation Agency Annual Report: To obtain statistical data related to parking violations, the number of enforcements, and evaluation of the effectiveness of the implemented strategies. Media and Publication Reports: News articles and other publications that provide insight into public perception and the social impact of illegal parking enforcement policies (Winangun, 2022b).

Data Analysis Methods Data obtained from interviews, observations, and document analysis were analyzed using a SWOT analysis approach to identify key themes that emerged related to illegal parking control and supervision strategies. Data analysis steps include Identification of Internal Strengths and Weaknesses: Identifying internal factors that are the strengths and weaknesses of the Transportation Agency in controlling illegal parking. Identification of External Opportunities and Threats: Identifying external factors that are opportunities and threats to illegal parking control efforts Determination of Strategic Priorities: Determining strategic priorities based on a combination of identified strengths, weaknesses, opportunities, and threats (Dipradja, Haryani, & Kaemirawati, 2025).

RESULTS AND DISCUSSION

This study identifies several strategies implemented by the Baubau City Transportation Agency in its efforts to regulate and monitor illegal parking and evaluates the effectiveness of these strategies based on data collected through interviews, field observations, and document analysis. The following are the main findings of this study.

According to (Yusnia, Risnawan, and Supri 2024) A SWOT (*Strengths, Weaknesses, Opportunities, and Threats*) analysis is an effective tool for evaluating various factors affecting the Baubau City Transportation Agency's (Dishub) ability to regulate and monitor illegal parking. By analyzing strengths, weaknesses, opportunities, and threats, the Dishub can design more effective strategies to improve parking governance in Baubau City.

1. IFAS and EFAS Identification

a. Strengths

- 1) Clear Policies and Regulations: The Baubau City Transportation Agency has a policy framework that supports the enforcement of illegal parking regulations. These regulations provide a strong legal basis for the Agency to enforce and supervise parking (Jannah, Fitri, Hudila, & Putri, 2024) .
- 2) Committed Leadership: The leadership at the Transportation Agency demonstrates a strong commitment to curbing illegal parking and improving

traffic management. This commitment creates a work culture focused on improving public services.

- 3) Routine Patrols and Trained Personnel: The Transportation Agency has implemented routine patrols in various strategic areas and has personnel trained in carrying out enforcement duties, which helps in detecting and handling violations effectively.
- 4) Partnership with Law Enforcement Agencies: Good partnerships with the Police and other law enforcement agencies strengthen the Transportation Agency's ability to take action against illegal parking violations.
- 5) Use of Surveillance Technology: The use of technologies such as CCTV and mobile applications for surveillance has begun to be implemented, although still limited. This technology helps increase the effectiveness of surveillance and enforcement.

b. Weaknesses

- 1) Human Resource and Logistics Limitations: The Transportation Agency faces limitations in the number of officers who can carry out enforcement and a lack of equipment necessary for effective supervision (Baihaky, 2022a) .
- 2) Limited Technological Coverage: Despite the use of technology, its coverage and effectiveness are still limited. Many areas in the city are not yet covered by technological surveillance systems, making it difficult to monitor the entire area comprehensively (Widiyaningrum & Maulana, 2025) .
- 3) Suboptimal Inter-Agency Coordination: Sometimes, coordination between the Transportation Agency and other related agencies, such as the Police and Public Order Agency (Satpol PP), does not run optimally, resulting in inconsistent enforcement.
- 4) Lack of Official Parking Facilities: The lack of adequate parking facilities, especially in city centers and commercial areas, makes controlling illegal parking a major challenge, as motorists have no viable parking alternatives.
- 5) Limited Budget: Budget constraints hamper the development of more sophisticated surveillance technology, increasing the number of personnel, and implementing broader public awareness campaigns (Selfi, 2021a) .

c. Opportunities

- 1) Utilization of Digital Technology and Smart City: With the development of digital technology and smart city initiatives, Dishub has the opportunity to increase the use of technology such as automatic license plate recognition (ANPR) systems, mobile applications for reporting violations, and technology-based parking management systems.
- 2) Partnership with the Private Sector: The Transportation Agency can collaborate with the private sector to provide adequate parking facilities, such as the construction of parking buildings or the implementation of a paid parking system in the city center (Gisarti, 2022) .
- 3) Central Government Support and More Supportive Policies: More attention from the central government to traffic and transportation issues could bring additional support in the form of funding or stronger regulations for parking enforcement.

- 4) Increasing Public Participation and Awareness: Increasing public awareness about the importance of good parking governance through educational campaigns can reduce illegal parking violations and increase public compliance (Erika & Irwansyah, 2024a) .
- 5) Development of Innovative and Sustainable Policies: Opportunities to develop innovative policies such as parking zoning, parking time arrangements, or parking incentives for environmentally friendly vehicles can optimize the use of parking spaces and reduce violations (Ulandari, 2025) .

d. Threats

- 1) Community Resistance and Non-Compliance: Community resistance to parking regulations and non-compliance with enforcement policies are threats that can hinder law enforcement efforts (Taufik, 2025) .
- 2) Political Pressure and Local Interests: Pressure from groups or individuals with certain political or economic interests can affect the integrity and effectiveness of the Transportation Agency in enforcing parking regulations.
- 3) Rapid Vehicle Growth: The rapid growth in the number of vehicles in Baubau City can exacerbate parking problems, especially if it is not accompanied by adequate improvements in parking infrastructure.
- 4) Infrastructure Limitations and Traffic Congestion: Limited road and parking infrastructure and increasing traffic congestion can make it difficult to regulate and monitor illegal parking, and reduce the effectiveness of the Transportation Agency in managing city transportation.
- 5) Economic and Budgetary Uncertainty: Economic uncertainty and government budget constraints may limit the Transportation Agency's capacity to increase the resources and technology needed for more effective parking enforcement and oversight.

2. IFAS and EFAS analysis

a. IFAS (Internal Factors Analysis Summary)

The IFAS measures the internal strengths and weaknesses of the Baubau City Transportation Agency. We calculate a weighted score for each factor by multiplying the weight by the rating for each strength and weakness (Kurniasih & Triyanti, 2025) .
Strengths:

1. Clear Policies and Regulations: Weight = 0.2, Rating = 4
2. Committed Leadership: Weight = 0.15, Rating = 4
3. Routine Patrols and Trained Personnel: Weight = 0.2, Rating = 3
4. Partnership with Law Enforcement Agencies: Weight = 0.1, Rating = 3
5. Use of Surveillance Technology: Weight = 0.15, Rating = 3

Weaknesses:

1. Human Resources and Logistics Limitations: Weight = 0.1, Rating = 2
2. Limited Technology Coverage: Weight = 0.1, Rating = 2
3. Suboptimal Inter-Agency Coordination: Weight = 0.05, Rating = 2
4. Lack of Official Parking Facilities: Weight = 0.05, Rating = 2
5. Limited Budget: Weight = 0.05, Rating = 1

b. EFAS (External Factors Analysis Summary)

EFAS measures the external opportunities and threats faced by the Transportation Agency in controlling illegal parking.

Opportunities:

1. Utilization of Digital Technology and Smart City: Weight = 0.3, Rating = 4
2. Partnership with the Private Sector: Weight = 0.2, Rating = 3
3. Central Government Support and More Supportive Policies: Weight = 0.2, Rating = 3
4. Increasing Public Participation and Awareness: Weight = 0.15, Rating = 3
5. Innovative and Sustainable Policy Development: Weight = 0.15, Rating = 4

Threats:

1. Community Resistance and Non-Compliance: Weight = 0.25, Rating = 2
2. Political Pressure and Local Interests: Weight = 0.2, Rating = 2
3. Rapid Vehicle Growth: Weight = 0.15, Rating = 2
4. Infrastructure Limitations and Traffic Congestion: Weight = 0.2, Rating = 1
5. Economic and Budget Uncertainty: Weight = 0.2, Rating = 1

3. Quadrant Position in SWOT Matrix

After obtaining the total IFAS and EFAS scores, we can determine the quadrant position of the Baubau City Transportation Agency in the SWOT matrix:

1. Quadrant I (Growth Strategy): If Strengths and Opportunities are high.
2. Quadrant II (Diversification Strategy): If Weaknesses and Opportunities are high.
3. Quadrant III (Defensive Strategy): If Weaknesses and Threats are high.
4. Quadrant IV (Turnaround Strategy): If Strengths and Threats are high.

Let's calculate the weighted scores and determine the quadrant positions.

The results of the IFAS and EFAS analysis for the Baubau City Transportation Agency in regulating and supervising illegal parking show (Herza, Suprojo, & Lestari, 2021) :

1. Total IFAS Score (Internal Factors Analysis Summary): 2.1
2. Total EFAS Score (External Factors Analysis Summary): 1.85
3. Quadrant Position: (2.1, 1.85)

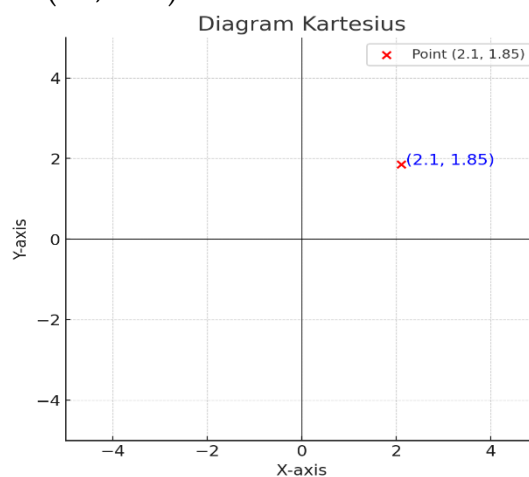


Figure 1. SWOT Analysis Results

Based on the SWOT analysis results, which indicate that the Baubau City Transportation Agency (Dishub) is in Quadrant I, a growth strategy is the most appropriate approach to increasing the effectiveness of illegal parking enforcement and supervision. This strategy focuses on leveraging internal strengths and external opportunities to expand and improve operations more effectively. The following is an analysis of growth strategies that can be implemented by the Baubau City Transportation Agency (Khadijah, St Maryam, Syarkawi, & Kasim, 2025) :

1. Leveraging Internal Strengths for Growth

a. Strengthening the Implementation of Clear Policies and Regulations

- 1) **Optimizing Rule Enforcement:** With clear policies and regulations, the Transportation Agency can be more assertive in enforcing parking regulations. Increasing the frequency of patrols and enforcement in areas prone to illegal parking can reduce the number of violations.
- 2) **Personnel Training and Development:** Utilizing trained personnel to optimize enforcement. Additional training can be provided to improve skills in traffic management and public interaction, so that enforcement can be carried out in a more effective and humane manner (Selfi, 2021b) .

b. Optimizing Partnerships with Law Enforcement Agencies

- 1) **Closer Collaboration with the Police and Public Order Agency (Satpol PP):** With the existing partnership, the Transportation Agency can work more closely with other law enforcement agencies to conduct joint operations to control illegal parking, especially in busy areas.
- 2) **Establishment of an Integrated Enforcement Team:** Establish an integrated enforcement team involving various relevant agencies to ensure more consistent and integrated enforcement across the city.

c. Expanding the Use of Surveillance Technology

- 1) **Implementing Advanced Technology:** Utilizing technologies such as automatic license plate recognition (ANPR) systems and mobile applications to monitor and document parking violations in real time. This can increase the effectiveness of monitoring and simplify the enforcement process.
- 2) **Integrated Parking Management System:** Developing an integrated digital parking management system to monitor parking space usage, set parking rates, and provide real-time parking information to drivers (Erika & Irwansyah, 2024b) .

2. Leveraging External Opportunities for Growth

a. Developing Partnerships with the Private Sector

- 1) **Collaboration with Property Developers and the Private Sector:** Partnering with property developers and parking service providers to build more official parking facilities in strategic locations, such as parking buildings in city centers and commercial areas.
- 2) **Implementation of Paid Parking System:** Collaborate with private parking service providers to implement a paid parking system in downtown areas, which can help regulate parking space usage more efficiently and reduce illegal parking incidents.

- b. Leveraging Central Government Support and More Supportive Policies
 - 1) Obtaining Funding and Grants: Submitting proposals to obtain funding or grants from the central government or international donor agencies for the development of parking surveillance technology and infrastructure (Ayuning & Mardiansjah, 2022) .
 - 2) Advocating for Stronger Regulations: Push for regulatory reforms at the regional and national levels that give the Transportation Agency greater authority to enforce parking violations directly and effectively.
- c. Increasing Public Participation and Awareness
 - 1) More Intensive Public Education Campaign: Launch a more intensive public education campaign on the importance of complying with parking regulations and the negative impacts of illegal parking on traffic flow and road safety.
 - 2) Local Community Involvement: Involving local communities and community organizations in parking monitoring programs and parking regulation socialization to create a culture of compliance and active participation from the community (Ananda, 2021).
- 3. Developing Innovative and Sustainable Policies
 - a. Parking Zoning Policy Development and Parking Time Arrangements
 - 1) Parking Zoning in Strategic Areas: Implementing parking zoning in strategic areas optimizes parking space utilization and reduces traffic congestion. These zones can include free parking areas or areas with limited parking hours (Baihaky, 2022b).
 - 2) Parking Time Arrangements and Incentives for Environmentally Friendly Vehicles: Providing parking incentives, such as lower parking rates or longer parking times, for electric vehicles or motorcycles that meet low emission standards (Ananda, 2021).
 - b. Innovation in Traffic and Parking Management
 - 1) Smart Parking Solutions: Developing smart parking solutions that leverage technology to make it easier for drivers to find parking spaces, pay digitally, and receive real-time traffic information.
 - 2) Transport and Parking Integration: Integrating transport and parking policies by encouraging the use of public transport and reducing reliance on private vehicles, especially in dense downtown areas.

CONCLUSION

Based on this SWOT analysis, the Baubau City Transportation Agency has a number of strengths and opportunities that can be utilized to improve the regulation and supervision of illegal parking. However, there are also weaknesses and threats that must be addressed to achieve optimal results. To maximize strengths and opportunities and overcome weaknesses and threats, the Transportation Agency can consider the following strategic steps: **Strengthening Coordination and Collaboration:** Improving coordination with other law enforcement agencies and the private sector to create more integrated and effective solutions in controlling illegal parking, **Investment in Technology and Infrastructure:** Increasing investment in surveillance technology and developing better parking infrastructure to support more effective

regulation, Increasing Public Education and Awareness: Launching more intensive and sustainable educational campaigns to increase public awareness and compliance with parking regulations, Developing Innovative Policies: Developing new, innovative and sustainable policies to address the problem of illegal parking and optimize traffic management in Baubau City.

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