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PARKING RETRIBUTION MANAGEMENT IN THE PALU CITY TRANSPORTATION DEPARTMENT

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Abstract

This study aims to analyze the management of parking retribution in Palu City based on George R. Terry's POAC management functions, namely Planning, Organizing, Actuating, and Controlling. This study employs a qualitative approach with a descriptive research design. Data were collected through interviews, observation, and documentation, and afterward analyzed through data reduction, data display, and conclusion drawing. The findings indicate that parking retribution management in Palu City still faces several challenges, particularly in the Actuating and Controlling aspects. In the Actuating aspect, the problems are related to the suboptimal implementation of duties and coordination between management personnel and parking attendants, as well as the collection of parking retribution, which has not been fully carried out in accordance with established regulations. Meanwhile, in the Controlling aspect, supervision of parking attendants' activities, compliance with official parking tariffs, orderly remittance of collected revenue, and the alignment of actual revenue with established retribution targets require further improvement. These conditions may affect the effectiveness of management and the achievement of parking levy revenue targets. Therefore, strengthening coordination, improving personnel development and discipline, consistently implementing operational procedures, and conducting regular supervision and evaluation are necessary to enhance transparency and accountability in parking retribution management in Palu City.

Keywords: Management, Parking Retribution, Management Functions .

INTRODUCTION

Each region has an obligation to explore regional potential in generating regional income independently through regional original income (PAD), regional income can come from the management of regional facilities, regional taxes, or management of regional natural resources that can be utilized properly and responsibly with the aim of improving the regional economy. According to Mardiasmo (2018), Regional Original Income is income obtained by regional governments from regional income sources, including regional taxes, regional levies, results of managing separated regional assets, and other legitimate PAD. In line with this opinion which has been regulated in Article 4 paragraph (1) of Law No. 1 of 2022 that regional original income comes from regional taxes, regional levies, results of managing separated regional assets and other legitimate PAD. One form of business from Regional Original Income (PAD) is regional levies.

Mardiasmo (2018) explains that regional levies are regional levies as payment for services or specific permits specifically provided or granted by the regional government for the benefit of individuals. This definition emphasizes that levies are directly related to the services or permits granted by the regional government to the paying party. Unlike taxes, levies are applied only to individuals or entities that use services or obtain certain permits. In other words, levies must only be paid by individuals or entities that benefit from the services or permits obtained. Or, levy payers who fail to fulfill their payment obligations may be subject to economic sanctions, namely, if they do not pay the levies, they will not receive services provided by the regional government.

In the city of Palu, the legal basis for managing levies, especially parking levies, is Regional Regulation No. 9 of 2023 as the implementing agency for Law No. 1 of 2022, with technical instructions for Mayoral Regulation No. 35 of 2021 and enforcement of Regional Regulation No. 3 of 2022. With this regulation, the position of regional levies, especially parking levies, is increasingly taken into account and has a clear legal umbrella in its implementation

with the relevant agencies as an extension of the region to exercise authority in the implementation of the collection of these levies.

One of the several types of existing levies, parking levies are one type of levies whose existence is quite taken into account and continues to be sustainable along with regional development and population density. Palu City is a fairly densely populated area with a total population of 392,507 people as of 2025, with a population density of 994 people / km ² (source: Palu City Central Statistics Agency), which is also followed by the development of MSMEs, cafes, restaurants, shopping centers, entertainment venues and others in Palu City, this of course also adds to the potential for more parking levies if managed properly.

The population density in Palu City also influences the congestion at Manonda Market, one of the largest parking areas in Palu City, which served as the location of this research. The high volume of daily buying and selling activities at Manonda Market naturally increases parking activities, involving motorcycle and car users with parking attendants. Through initial observations by researchers directly visiting the location and following news developments about Manonda Market parking issues on social media, researchers discovered the phenomenon of unscrupulous parking attendants who often disturb the public using the parking area.

This phenomenon can certainly impact parking fee collection and could even negatively impact it by decreasing it. This phenomenon not only contributes to the decline in parking fee collection at Manonda Market, but also the frequent acts of thuggery experienced by parking users, which is a serious phenomenon that cannot be ignored. Given these issues, serious action is needed from the relevant agency, namely the Palu City Transportation Agency, which has the authority and duty to manage roadside parking fees, including parking fees at Manonda Market, Palu City.

The Palu City Transportation Agency itself has never released data on targets and realizations per parking point, but only releases official data on the achievement of realization throughout Palu City, so to measure the realization of levies at Manonda Market, previous research that also examined the management of parking levies at Manonda Market, carried out calculations using a potential estimation system based on the results of interviews and observations in the field.

The results of the calculation of the estimated potential achievement of levies from 2023, 2024 and 2025, when viewed from the effectiveness level, experienced an increase of 30%, 32.5%, and 36.1%. However, despite the increase, the realization from 2023 to 2025 was far from the target realization of the Manonda Market levy, which was taken from 12% of the realization of the Palu city-wide parking levy. The difference in leakage from the Manonda Market parking levy was also higher compared to the realization of the parking levy, namely 70%, 67.5%, and 63.9%. Although the percentage of leakage of parking levies at the Manonda Market from 2023, 2024 and 2025 decreased, when compared to the percentage of realization of the levy, it was far below the target.

Based on the data from the last three years above, it can be seen that parking levy realization has not reached the target, and is far below it. This is the main background of this research, considering that the population density and crowded areas in Manonda Market are increasing daily. This fact requires further investigation to determine why the realization is so minimal, and of course there are indications of levy leakage. This indication arises not only from simply observing the substandard parking levy realization, but also the fact on the ground that many cases of parking challenges are widely broadcast on social media, often even occurring directly before the public's eyes. This is certainly one of the triggers for parking levy leakage, or levy collection that is not on target.

In the phenomenon of parking issues in Manonda Market, effective management is needed from the Palu City Transportation Agency. The management function in this study is used as a tool to dissect the parking levy management process in Manonda Market, because it is considered capable of identifying any problems in the management of parking levies in Manonda Market that can have an impact on levy leakage. To identify this, researchers use the theory by George R Terry (2009), in which he put forward four management functions that researchers consider effective and can identify every existing problem using 4 indicators, namely 1) Planning or planning which is intended to be how the Palu City Transportation Agency designs planning in managing parking levies so that the planning can be well structured so that the management function in the planning aspect becomes optimal , 2) organizing or organizing, in this aspect what is meant is the management function in organizing existing resources with predetermined duties and functions so that the activities to be carried out run optimally and achieve organizational goals. 3) actuating or directing, in this aspect the management function in question is how the Palu City Transportation Service carries out directing or mobilizing in the implementation of parking fees, and controlling or supervision, the intended management function in the supervisory function is how the Palu City Transportation Service implements supervision in managing parking fees . These four indicators are considered to be a series of stages that are in accordance with the management steps or management of an organization, especially in the Palu City Transportation Service.

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The selection of this theory was also based on initial observations, where the researcher felt that the initial problems that appeared in the management of parking fees were found in three of the four aspects put forward by George R Terry (2009). Namely in the aspect of Planning (planning) where the results of the researcher's interview with informants from the Palu City Transportation Agency do not match the reality in the field that there are several potential leaks of levies caused by weak initial planning so that the Operational Standards of the implementation of parking levies seem weak and vulnerable to leaks of levies, Then in the aspect of actuating (direction), where the reality in the field from the results of the researcher's observations that the lack of clear direction to parking attendants about their authority regarding the official rates for roadside parking at the Manonda market, and the lack of direction activities such as coordination meetings for parking attendants to better understand the applicable policies regarding parking, and finally the aspect of controlling (supervision), where in this aspect there is the most discrepancy between the information from informants from the Palu City Transportation Agency and the results of observations, which is the lack of supervision, especially towards parking attendants at the Manonda market, both from official parking attendants and illegal parking attendants who often abuse their authority as parking attendants, even researchers found facts in the field of official parking attendants who often abuse attributes and raise rates to parking users in certain criteria such as traders who open stalls on the shoulder of the road or traders who using vehicles or other trading tools.

Previous research, which also serves as the background for this study, focuses on the same research object regarding parking fees but different research locations. This fact indicates that each region faces the same problem regarding indications of parking fee leakage, which is caused by various factors. One of these is a weak management system. However, what differentiates this is the different management function indicators used as research analysis tools, and the different regulations that differ from Palu City.

Based on the problem formulation above, the aim of this study is to analyze the management of parking fees at the Palu City Transportation Agency.

LITERATURE REVIEW

Previous research is the result of research conducted by previous researchers that is relevant to the problem under study. This study is used to identify similarities, differences, and research gaps as a basis for determining the research's position and novelty. Through this study, researchers can gain an empirical and conceptual foundation for understanding various parking retribution management issues, particularly those related to increasing Regional Original Income (PAD).

Several previous studies have discussed parking fee management from the perspective of revenue effectiveness, policy implementation, compliance with tariff regulations, and supervision of parking attendants. However, each study has a different focus and locus. The previous studies used as references in this study are as follows.

1. Sitti Arinda Marennu (2022), Hasanuddin University Makassar, “Analysis of Parking Retribution Management in Increasing Locally-Owned Revenue in Makassar City”. This study aims to determine the role of parking retribution in increasing Locally-Owned Revenue (PAD) in Makassar City using a qualitative approach. Data were collected through interviews, literature reviews, documents, and documentation. The results of the study indicate that parking retribution management is not optimal because illegal parking, levies by unauthorized parties, and weak supervision due to limited number of officers are still found. The similarity of this study lies in the study of parking retribution management and supervision issues. The difference is that Marennu's study focuses on parking retribution management in Makassar City in general, while this study specifically examines parking retribution management in the Manonda Market area of Palu City. Thus, this study is directed at understanding management issues at the level of specific parking locations.
2. Riska Danial (2022), Hasanuddin University Makassar, “The Effectiveness of Parking Retribution Management in Increasing Locally-Owned Revenue of Makassar City”. This study aims to determine the potential for parking retribution revenue and the effectiveness of its management in increasing the Locally-Owned Revenue (PAD) of Makassar City. The study uses a descriptive approach by analyzing the potential and realization of parking retribution revenue. The results show a difference between potential and realized revenue. The effectiveness of parking retribution also fluctuates, even decreasing in 2018 and 2019. The similarity of these studies lies in the attention to parking retribution revenue and its contribution to Locally-Owned Revenue. The difference is that Danial's study focuses more on measuring effectiveness based on potential and realized revenue, while this study examines the parking retribution management process more comprehensively through management functions, namely planning, organizing, mobilizing, and supervising (POAC). Therefore, this study not only looks at revenue achievements, but also the managerial processes that influence its implementation.

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3. Rachmaeny Indahyani, Valdano Barnabas Buinei, and Dominggus Marey (2019), "Analysis of Parking Retribution Management in Jayapura City (Case Study at the Jayapura City Regional Revenue Agency)". This study aims to analyze parking retribution management and the factors that influence it. The study involved Bapenda employees, parking attendants, and parking service users as elements related to retribution management. The results showed that the perception of Bapenda employees obtained an average score of 80.66% and parking attendants 75.25%, which is categorized as good. Meanwhile, the perception of parking service users obtained a score of 65.50% or categorized as poor. Factors that influence management include Bapenda's internal capabilities in managing official parking locations as well as external factors, such as parking attendants and parking locations. The similarity of these studies lies in the study of parking retribution management and the involvement of various actors. The difference is that the previous study emphasized the perceptions of stakeholders, while this study focuses on the implementation of the parking retribution management function at Manonda Market, Palu City, based on the POAC approach.
4. Dewi Nur Azizah (2024), "Parking Retribution Management in Increasing Pekanbaru City's Original Regional Income (Study on Jalan Jenderal Sudirman and HR Soebrantas)". This study aims to determine the management of parking retribution and the obstacles faced by the Pekanbaru City Transportation Agency. The method used is descriptive qualitative with data collection techniques through observation, interviews, and documentation. The results of the study indicate that the management of parking retribution is not optimal. Problems found include tariff collection that does not comply with regulations, the use of incomplete parking attendant attributes, limited supervisory personnel, minimal budget, and low public participation in complying with parking regulations. The similarity of this study lies in the study of parking retribution management and obstacles in its implementation. The difference is, Azizah's research focuses on two road sections in Pekanbaru City, while this study takes the locus of the Manonda Market area of Palu City by analyzing aspects of planning, organizing, mobilizing, and monitoring.
5. 5. Fifha Dwi Fadhila (2023), "Implementation of Public Roadside Parking Management Policy in Semarang City." This study examines the implementation of public roadside parking management policy and the interests of the actors involved. The method used is descriptive qualitative with data collection techniques through interviews, documentation, and observation. The results of the study indicate that parking management still faces several problems, especially violations by parking attendants who do not comply with the policy. The study also emphasizes the need for strategies to handle illegal parking, data collection, and socialization of the use of electronic parking systems. The similarities between these studies lie in the discussion of parking management implementation and compliance issues with the policy. The difference is that Fadhila's study focuses more on the implementation of public roadside parking policies and electronic parking systems, while this study focuses on parking retribution management in the Manonda Market area of Palu City using the POAC perspective.

Research Gap Analysis and Research Positioning

Based on these five previous studies, it can be seen that numerous studies on parking levy management have been conducted with various focuses, including increasing local revenue (PAD), revenue effectiveness, stakeholder perceptions, oversight barriers, and parking policy implementation. In general, these studies indicate that parking levy management still faces problems, such as inappropriate tariff collection, the existence of illegal parking, limited human resources, weak supervision, and suboptimal parking levy revenue.

Despite having a similar theme, there are several research gaps that form the basis for conducting this research.

1. Research location gaps. Previous research has focused more on parking management at the city level or on specific road sections. This study specifically focuses on the Manonda Market area in Palu City, as a location for trade and parking services, with its own management characteristics.
2. Research focus gaps. Most previous studies have focused more on revenue effectiveness, contribution to local revenue (PAD), stakeholder perceptions, or policy implementation. This study comprehensively examines the parking retribution management process through George R. Terry's four management functions: Planning, Organizing, Actuating, and Controlling (POAC).
3. Managerial analysis gaps. Previous research has identified various parking management issues, but has not specifically explained the relationship between revenue target planning, task allocation and officer coordination, collection implementation, and oversight mechanisms within a single POAC analysis framework at the Manonda Market location.
4. Empirical gaps. This research aims to directly explore parking retribution management practices, including payment mechanisms, tariff compliance, ticket use, division of responsibilities, and supervision of parking attendants. Therefore, the analysis focuses not only on revenue collection but also on the processes and factors influencing the achievement of management objectives.

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Thus, the novelty of this research lies in the use of the POAC management perspective to analyze the comprehensive management of parking fees in the Manonda Market area of Palu City. This research is expected to provide an empirical overview of how the planning, organizing, mobilizing, and monitoring functions are implemented, while also identifying managerial aspects that need improvement to increase the effectiveness, transparency, and accountability of parking fee management and support the increase in Regional Original Income.

1. Management Concept

In an organization, management is needed to regulate the organization's operational processes to achieve its goals. In government agencies, particularly those dealing with public services, effective and efficient management is required to achieve the goal of the service itself, namely public satisfaction.

Just like administration, management is a branch of science that is inseparable from all forms of activity. Management exists as an art within science and organization, such as planning, organizational development, organization, movement, control, and supervision. Everything that is carried out requires management to organize or manage these activities so that they are more focused, structured, and coordinated.

Etymologically, management is the art of implementing and managing, management is also seen as a science that teaches the process of achieving goals in an organization and is a joint effort of several people in the organization. The word management comes from the old French language management , which means the art of implementing and organizing, besides that, management also comes from English, namely management comes from the word manage which means leading or making decisions in an organization.

George R. Terry (2013) explains that management is generally also often interpreted as a process or framework, which involves guiding or directing a group of people towards organizational goals or real purposes. This includes planning, directing, and controlling carried out to determine and achieve predetermined goals through the use of human resources and other resources.

In line with this opinion, another definition of management put forward by Safroni (2012) is that management is the process of planning, organizing, leading and controlling the efforts of organizational members and the process of using all organizational resources to achieve organizational goals.

From the two definitions above, it can be concluded that management is a crucial element in running an organization because it is related to the process of managing resources to achieve predetermined goals. In line with the previous definition, Hasibuan (2012) explains that management is the science and art of managing the use of human resources and other resources effectively and efficiently.

In line with this opinion, Robbins and Coulter (2010) emphasize the importance of coordination and supervision of work so that it can be completed effectively and efficiently. Based on these opinions, management can be understood as the process of systematically managing resources through management functions to achieve predetermined goals.

In several of these definitions, it can be said that management is also closely related to organizational structures, each of which has its own responsibilities and duties in carrying out organizational activities that have the same goal, namely the results that are to be achieved effectively and efficiently in accordance with the vision and mission of an organization.

According to George R. Terry (2013), management has specific and intangible goals. It strives to achieve certain things, which are usually expressed in objective terms or tangible things. The group's efforts contribute to these specific achievements. Management can be described as intangible because it cannot be seen, but is only proven by the results it produces (output) or adequate work results, human satisfaction, and better production results and services. Here are 4 management functions according to George Terry in their implementation:

1. Planning
   Planning is the initial stage of the process to determine the goals to be achieved during a future period, and what must be done to achieve these goals.
2. Organizing
   Organizing, or grouping, is the stage of determining various important activities and assigning authority to carry out these predetermined activities. In this process, each person or human resource within an organization is assigned responsibilities according to their assigned roles or positions.
3. Actuating
   Actuating, or implementation, is the core process of management, where the two previous functions are applied or executed. Implementation involves directing, motivating, and providing guidance to organizational members as implementers to ensure they carry out their tasks effectively and in accordance with the organization's desired goals.

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4. Controlling
   Controlling is the process of monitoring and overseeing work implementation, comparing results with plans, and taking corrective action if there are deviations from the desired goals or targets. The controlling or monitoring process also aims to identify the causes of deviations, such as deviations in the implementation process, and take necessary corrective action.

In line with George R. Terry's opinion, several opinions also describe more or less the same opinion regarding management and its functions, according to Maya (2022), management is a form of effort to carry out activities starting from planning, structured, systematic, measurable and management which also involves various resources well to achieve goals.

Other management functions which are more or less the same as the aspects of management functions which have been described previously were also put forward by Henry Fayol, who put forward five management functions, namely:

1. Planning , namely preparing plans for organizational activities for the future.
2. Organizing (organizing), namely compiling the organizational structure and allocating resources.
3. Commanding (Giving orders), namely giving directions to subordinates to carry out their duties.
4. Coordinating , namely aligning various activities so that they run in an integrated manner.
5. Controlling (Supervision), namely ensuring that activities run according to provisions and plans.

management functions according to Ricky W. Griffin

Griffin explains the management function through four main activities, namely:

1. Planning and decision making , namely planning and decision making to determine goals and steps to achieve them.
2. Organizing , namely organizing resources and dividing work.
3. Leading , namely leading, motivating and directing members of the organization.
4. Controlling, namely monitoring and evaluating activities so that organizational goals are achieved.

Management functions according to Harold Koontz and Cyril O'Donnell

Koontz and O'Donnell put forward management functions which include:

1. Planning , namely determining goals and the right way to achieve them.
2. Organizing (Organizing), namely arranging the work structure and authority relationships in the organization.
3. Staffing (personnel arrangement), namely placing workers according to needs and abilities.
4. Directing (Direction), namely providing guidance and direction to members of the organization.
5. Controlling (Controlling)Measuring and evaluating the implementation of activities to ensure compliance with the plan.

From the several management functions above, it shows that several aspects put forward by several experts have similarities in several aspects, although not all aspects are exactly the same, but most have similar aspects.

Of all the aspects put forward from several management functions according to experts, there are two aspects that are always present in the description of each aspect of management function, namely planning and organizing , which indicates that these two aspects have the same important position and are the initial steps that determine the success of achieving organizational goals in the future.

RESEARCH METHODS

This study uses a descriptive qualitative approach to analyze the management of parking fees at the Palu City Transportation Agency, specifically in the Manonda Market area. According to Moleong (2017), qualitative research aims to understand social phenomena based on the perspective of the research subjects in a natural context. This approach is used to obtain an in-depth picture of the parking fee management process based on George R. Terry's four management functions, namely planning , organizing , actuating , and controlling . The research location was chosen because Manonda Market is a trading area that has parking activities and is relevant to the research focus.

Research informants were determined using purposive sampling techniques , namely the selection of informants based on knowledge, experience, and involvement in parking retribution management (Sugiyono, 2019). The number of informants was nine people, consisting of one Head of Traffic and Transportation, one Head of the Parking Task Force, one administrative officer, four parking attendants, and three Manonda Market traders. The research data consisted of primary data obtained through interviews and direct observation as well as secondary data sourced from organizational documents, retribution receipt reports, parking data, SOPs, laws and regulations, books, and relevant scientific journals. Data collection was carried out through observation of parking activities, semi-structured interviews with informants, and documentation of various supporting research documents.

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Data analysis used the interactive model of Miles, Huberman, and Saldaña (2014), which includes three stages, namely data condensation , data display , and conclusion drawing and verification . Condensation is done by selecting and grouping data based on the research focus, data presentation is done through systematic narrative descriptions, while conclusion drawing is done by interpreting the findings and comparing the results of interviews, observations, and documentation. The entire analysis process is directed at obtaining an overview of the implementation of management functions, obstacles, and supporting factors in the management of parking fees at the Palu City Transportation Agency, especially at Manonda Market.

RESULTS AND DISCUSSION

The research results indicate that parking levy management at the Palu City Transportation Agency, particularly in the Manonda Market area, is not running optimally. This is evident in the low revenue realization compared to the established target, weak revenue potential planning, unorganized payment administration, and the continued presence of parking attendants who do not use official tickets. Furthermore, fare collection practices were found that do not comply with the provisions of Palu City Regional Regulation Number 9 of 2023, potentially leading to revenue leakage.

From a management function perspective, organization has been supported by an organizational structure and division of tasks, but implementation in the field has not been fully coordinated. The mobilization function still faces obstacles in maintaining discipline and compliance among parking attendants, while the oversight function has not been effective due to weak monitoring, administrative control, and evaluation of payments. These conditions indicate that optimizing parking fees requires strengthening the management function through planning based on real potential, regulating parking attendants, implementing official tickets, a standardized payment system, and regular monitoring and evaluation.

1. Planning

The results of the study indicate that the parking levy management plan at the Palu City Transportation Agency has a direction and objective, namely to increase Regional Original Income (PAD), optimize potential parking spots, and improve service quality. The planned program includes parking location data collection, setting revenue targets, coaching parking attendants, and supervision. At Manonda Market, there are 58 official parking attendants who represent a potential source of levy revenue. However, the target setting is not entirely based on calculations of the actual potential of each parking spot, but rather still uses estimates and deposit agreements. This indicates that planning has been underway, but is not yet fully based on accurate potential revenue data.

2. Organizing

The organization of parking retribution management has been supported by an organizational structure, division of tasks, and assignment of responsibilities between management officials, task forces, field coordinators, and parking attendants. In the Manonda Market area, there are two field coordinators tasked with coordinating and supervising parking attendant activities. However, obstacles remain, including the unfilled position of Head of Parking Section, limited field supervision, and the presence of assistant parking attendants who do not meet the age requirements. Thus, a structural organization has been established, but coordination and placement of human resources in the field still need to be strengthened.

3. Movement

Parking retribution management is carried out through direction, coaching, communication, and coordination between the Transportation Agency and parking attendants. The payment mechanism is set at IDR 25,000 per day for each parking attendant or IDR 175,000 per week via transfer to the Transportation Agency's official account. With 58 parking attendants, the estimated potential payment reaches IDR 10,150,000 per week or approximately IDR 487,000,000 per year. However, implementation is not optimal due to the continued collection of fees exceeding the provisions, the non-use of official tickets, and the suboptimal management of potential revenue. The official rates based on Regional Regulation Number 9 of 2023 are IDR 2,000 for two-wheeled vehicles and IDR 5,000 for four-wheeled vehicles, while in the field, levies have reached IDR 5,000 for two-wheeled vehicles and IDR 10,000 for four-wheeled vehicles.

4. Supervision

Parking retribution management oversight has not been effective, particularly in monitoring parking attendant activities, ticket usage, tariff compliance, and revenue control. Research data shows that estimated revenue from Manonda Market increased from Rp198 million in 2023 to Rp215 million in 2024 and Rp260 million in 2025. Meanwhile, estimated revenue effectiveness was 30%, 32.5%, and 36.1% of the calculated target, respectively. It should be emphasized that these figures are research estimates, not official realization reports per location, as the

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Transportation Agency has not published specific data for Manonda Market. Supervision is also still hampered by limited direct monitoring and inconsistent corrective actions against irregularities. Therefore, increased supervision, evaluation of deposits, regulation of parking attendants, and consistent application of official tickets are needed.

CLOSING

Based on George R. Terry's four management functions, parking fee management at Manonda Market has an institutional basis and implementation mechanism, but revenue collection is not yet optimal. The main problems lie in target planning that is not based on real potential, weak field supervision, non-compliance by some parking attendants, and the unorganized administration of collection and payment.

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