International Journal of Economics, Management and Accounting

ISSN: 2988-7615 | Volume 4, Issue 2 (2026)
Page **143-150**

Research Article

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Performance of Palu City Transportation Agency Employees in Enforcing Illegal Parking Regulations in Strategic Areas of Palu City

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Received: Sept 30, 2026; **Accepted:** Oct 27, 2026; **Online:** Nov 09, 2026 | DOI: https://doi.org/10.47353/ijema.v4i2.447

Abstract: *This study examines the performance of employees of the Palu City Transportation Agency in enforcing regulations against illegal parking in strategic areas of Palu City. It uses a descriptive qualitative approach. Ten informants were purposively selected: the Head of the Transportation Agency, the head of the relevant division, three members of the illegal-parking enforcement task force, two parking attendants, and three members of the public. Data were collected through observation, interviews, and document review, and were analyzed using the interactive model of data collection, data condensation, data display, and conclusion drawing and verification. Employee performance was assessed using five indicators adapted from Mangkunegara: work quality, work quantity, work discipline, responsibility, and initiative. The findings indicate that employees generally understand and follow the applicable standard operating procedures, conduct routine patrols, communicate persuasively with violators, and coordinate with related agencies. Work discipline and responsibility were assessed positively, particularly in relation to task allocation, adherence to instructions, coordination, and reporting. However, work quality has not yet produced sustainable outcomes because illegal parking reappears after enforcement operations. Work quantity remains constrained by the limited number of personnel and the wide area requiring supervision. Employee initiative is evident in direct warnings and the reporting of recurring problem locations, although preventive innovation remains limited. The study concludes that employee performance is reasonably good in carrying out operational duties but is not yet optimal in achieving sustained control of illegal parking. Improvements are needed in personnel deployment, data-based patrol prioritization, post-enforcement monitoring, and preventive measures.*

Keywords: *employee performance; transportation agency; illegal parking; law enforcement; public administration*.

Introduction

Urban development requires a transportation system that is orderly, safe, and accessible. Illegal parking remains a recurring urban problem because it can reduce road capacity, obstruct traffic, disrupt public convenience, and interfere with economic activities. The problem is often associated with limited parking space and low compliance among road users and parking operators (Guna Nugraha, 2013). Addressing illegal parking therefore requires more than the issuance of regulations: it also depends on the capacity of public employees to supervise public spaces, enforce rules, coordinate with other institutions, and communicate with the community.

In Palu City, illegal-parking enforcement is associated with Regional Regulation of Palu City Number 6 of 2023 concerning the Implementation of Road Traffic and Transportation. The research materials identify Article 19 paragraphs (4a) and (4b) as prescribing sanctions of imprisonment for a maximum of 15 days or a fine of up to IDR 2,500,000, while Article 71 provides a further basis for enforcement. The city has 166 officially designated parking points and 308 registered parking attendants. The Transportation Agency coordinates the Illegal Parking Enforcement Task Force, working with the Indonesian National Armed Forces, the National Police, the Civil Service Police Unit, the Prosecutor's Office, and the Court. Enforcement activities have included public outreach and field raids since 1 August 2023.

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Illegal-parking control is also connected to the optimization of local revenue (Pendapatan Asli Daerah/PAD) from parking fees. Preliminary information obtained by the researchers from the Secretary of the Palu City Transportation Agency indicated that the parking-retribution target for 2026 was IDR 6.96 billion, compared with IDR 5 billion in 2025. The reported realization in 2025 was approximately IDR 2 billion, compared with IDR 1.6 billion in 2024. An informant described the revenue-sharing arrangement as a 50:50 division between the local government and parking attendants. The preliminary account also indicated that deposits not fully complying with the applicable requirements could contribute to suboptimal local revenue. Payments are made through non-cash transfers to the Regional Treasury account to support transparency and accountability. These figures are presented as information reported during the preliminary research and should be checked against official financial records before publication.

The preliminary observations also identified Jalan Basuki Rahmat as one of the locations vulnerable to illegal parking. Some individuals involved had previously been registered as official parking attendants, but their status was revoked after they failed to meet parking-revenue deposit obligations. Although guidance and enforcement operations have been conducted periodically, violations continue to recur. The task force reportedly has 16 active personnel responsible for monitoring an area containing 166 official parking points. This imbalance between personnel capacity and the area to be supervised presents a practical challenge for consistent enforcement.

Employee performance is consequently an important dimension of illegal-parking control. Performance refers to the work achieved by an individual in carrying out assigned duties and responsibilities. It may be examined through work quality, work quantity, discipline, responsibility, and initiative (Mangkunegara, 2013, 2019). Previous studies have examined parking management, organizational strategies, and the implementation of local parking policies (Faridha & Djumiarti, 2024; Hikmah & Rudiadi, 2024; Rezkyana & Rahman, 2025; Yusri, 2025). However, the present study focuses specifically on the performance of Transportation Agency employees in illegal-parking enforcement by applying these five performance indicators. It aims to describe and analyze employee performance in strategic areas of Palu City and identify aspects requiring improvement.

Method

This study employed a descriptive qualitative design to describe and analyze the performance of Palu City Transportation Agency employees in enforcing illegal-parking regulations in strategic areas. The qualitative approach was selected because the research sought to understand the implementation of enforcement activities, the experiences of the actors involved, and the constraints encountered in the field rather than to test statistical relationships or produce population-level generalizations.

The research was conducted at the Palu City Transportation Agency and in strategic urban areas where illegal-parking enforcement takes place. Informants were selected purposively on the basis of their roles, knowledge, and direct involvement in parking management and enforcement. The ten informants comprised one Head of the Transportation Agency, one head of the relevant parking/traffic division, three members of the illegal-parking enforcement task force, two parking attendants, and three members of the public. Primary data were obtained from these informants, while secondary data included agency records, reports, relevant regulations, documentation, and related literature.

Data were collected through direct observation, semi-structured interviews, and document review. Observation was used to examine enforcement activities and conditions at selected locations. Interviews elicited information about task implementation, employee conduct, coordination, and operational constraints. Documents were reviewed to provide contextual and administrative information. Triangulation

was used to compare information from different informants and data-collection methods in order to strengthen the credibility of the findings.

Data analysis followed the interactive approach attributed to Miles and Huberman, comprising data collection, data condensation, data display, and conclusion drawing and verification (as discussed in Sugiyono, 2013). The stages were conducted iteratively: information was organized and reduced according to the research focus, displayed to identify patterns, and interpreted to formulate conclusions. The analytical framework consisted of five employee-performance indicators: (1) work quality, referring to the accuracy and conformity of enforcement with standard operating procedures and applicable regulations; (2) work quantity, covering patrol frequency, enforcement actions, and area coverage; (3) work discipline, concerning compliance with schedules, instructions, and work rules; (4) responsibility, relating to the performance of assigned duties, coordination, and accountability; and (5) initiative, referring to proactive action and the development of responses to field problems.

Results and Discussion

The findings show that the Palu City Transportation Agency has undertaken illegal-parking enforcement through routine patrols, field supervision, verbal warnings, persuasive communication, and coordination with other agencies. These activities demonstrate that enforcement is not limited to direct action against violations but also involves preventive communication and administrative reporting. Nevertheless, the recurrence of illegal parking and the limited number of personnel constrain the effectiveness and continuity of the program. The following discussion examines the findings through the five performance indicators.

Work Quality

Work quality concerns the accuracy and appropriateness of employees' performance in relation to operational procedures, regulations, and organizational objectives. The findings indicate that Transportation Agency employees generally carry out enforcement in accordance with established procedures. Before field operations, officers receive directions, monitor locations considered vulnerable to violations, issue persuasive warnings, and prepare reports on their activities.

The Secretary of the Palu City Transportation Agency explained that enforcement was conducted in accordance with the applicable standard operating procedures and that the task force submitted daily reports on field supervision. This account suggests that enforcement is supported by work guidelines and a reporting mechanism. Information from the task force coordinator and Civil Service Police Unit also indicated that officers understood their duties, warned violators, and coordinated with other agencies when a problem required joint handling. Members of the public generally viewed officers as polite and willing to explain the rules before taking action.

Despite procedural compliance, the quality of enforcement has not consistently translated into sustainable outcomes. Illegal parking reportedly reappears several days after enforcement operations, while limited personnel make it difficult to supervise all locations simultaneously. Thus, work quality can be considered reasonably good in terms of procedural compliance and interaction with the public, but less effective in maintaining the results of enforcement over time. This distinction is important: the quality of an enforcement process should be assessed not only by whether officers follow procedures but also by whether the process contributes to sustained compliance.

Work Quantity

Work quantity refers to the amount of work completed, including patrol frequency, the number of locations covered, and the number of violations addressed. The study found that the Transportation Agency conducts routine patrols according to schedules and in response to public reports. However, the number of locations reached and violations handled varies according to field conditions and operational priorities.

The Secretary of the Transportation Agency acknowledged that enforcement targets had not been fully achieved. One major constraint was the number of personnel available: the research materials report 16 active task force members responsible for supervising approximately 166 official parking points. Officers therefore have to prioritize locations considered most vulnerable, meaning that not all points can be monitored at the same time.

Agency data for 2026, as reproduced in the research materials, recorded 38 parking-related violations or problems: 11 on Jalan Basuki Rahmat, 6 on Jalan Emmy Saelan, 3 on Jalan Hasanuddin and Jalan Hasanuddin 1 and 2, 15 on Jalan Balai Kota Utara, and 3 at Pasar Inpres Manonda. These figures indicate that parking problems remain present in several strategic areas. Since the underlying dataset and the precise definition of a recorded case are not reproduced in the manuscript, the figures should be checked against the agency's original records before publication.

On this indicator, work quantity is not yet optimal. Although patrols are conducted routinely, personnel constraints and the breadth of the monitoring area limit the coverage and achievement of enforcement targets. A more systematic allocation of personnel, prioritization based on recorded violation patterns, and periodic evaluation of patrol outputs would help improve the volume and reach of enforcement.

Work Discipline

Work discipline reflects employees' compliance with schedules, regulations, standard operating procedures, and instructions from supervisors. The findings suggest that employee discipline is generally satisfactory. Officers understand their assigned duties, follow the task force coordinator's directions, and attempt to carry out field activities according to the established schedule.

The task force coordinator stated that members were generally disciplined and knew the time and location of their assignments once the schedule had been issued. Nevertheless, discipline was not entirely consistent because some members were occasionally late or unable to attend. In such circumstances, the coordinator adjusted personnel assignments so that field activities could continue. Supervisors also used guidance and verbal warnings for minor violations, while repeated or serious violations were addressed in accordance with applicable rules.

These findings indicate that work discipline is reasonably good but still requires reinforcement, particularly in punctuality and consistent attendance. Maintaining reliable attendance is important because limited staffing already restricts the task force's capacity. Even occasional absences can reduce the number of locations that can be supervised and increase the workload of other officers.

Responsibility

Responsibility concerns employees' willingness to carry out assigned duties within their authority, address field problems, coordinate with relevant parties, and account for their actions. The study found that employees generally understood their respective responsibilities through the allocation of work areas and instructions provided before enforcement activities.

The Secretary of the Transportation Agency emphasized that officers' actions must be accountable because their conduct in the field represents the agency. The findings further indicate that when officers encounter resistance or conflict, they are expected to prioritize persuasive communication and seek coordination when an issue exceeds their authority. Coordination with the Civil Service Police Unit and the National Police is undertaken when a situation requires support from other institutions.

Responsibility can therefore be assessed as good, particularly in relation to role clarity, respect for the limits of authority, inter-agency coordination, and reporting to supervisors. The agency should maintain these practices and ensure that field reports are consistent, sufficiently detailed, and used as a basis for follow-up action.

Initiative

Initiative refers to employees' ability to act proactively, communicate suggestions, and adapt their actions to problems encountered in the field. The findings show that officers demonstrate initiative by warning violators directly, reporting locations where illegal parking repeatedly occurs, and submitting suggestions to their coordinators.

The Secretary of the Transportation Agency explained that officers generally take action without waiting for further instructions when a problem falls within their assigned duties. Examples include warning violators and directing parking attendants not to use the roadway inappropriately. Officers also report recurring locations so that these areas can receive attention in subsequent patrol schedules.

However, the initiatives identified remain relatively basic and are largely reactive, focusing on violations after they have occurred. Preventive innovation, including systematic mapping of vulnerable locations and the use of recurring-violation records to plan patrols, has not yet been fully developed. Employee initiative is therefore reasonably good at the operational level but requires further development to support prevention and reduce repeated violations.

Synthesis of Findings

The five indicators reveal different strengths and weaknesses in employee performance. Work quality is reasonably good in terms of compliance with procedures and respectful public engagement, but the results are not always sustainable. Work quantity remains below the desired level because the number of personnel is limited in relation to the area requiring supervision. Work discipline is generally satisfactory, although punctuality and attendance need to be more consistent. Responsibility is a relative strength, as employees understand their assignments, coordinate with relevant agencies, and report their activities. Initiative is also evident, but it is still oriented mainly toward immediate responses rather than systematic prevention.

Taken together, the findings suggest that the central challenge is not simply whether patrols and enforcement actions take place. It is whether these activities can produce continuous compliance and prevent illegal parking from recurring. The findings are consistent with the broader view that employee performance is shaped by individual capability and motivation as well as organizational support and working conditions (Gibson et al., 2009; Mathis & Jackson, 2006). In this case, the limited number of task force personnel and the extensive monitoring area are organizational constraints that affect the quantity and continuity of enforcement.

The results also extend the focus of previous parking-management studies by examining the operational performance of the employees responsible for enforcement. Studies of parking governance and enforcement strategies have highlighted organizational arrangements and implementation challenges (Faridha & Djumiarti, 2024; Rezkyana & Rahman, 2025; Yusri, 2025). The present findings show how

these challenges are reflected in five dimensions of employee performance. Practical improvement should therefore combine stronger personnel deployment with a data-based monitoring system, follow-up after enforcement operations, consistent reporting, and preventive communication with parking attendants and road users.

Conclusion

The performance of Palu City Transportation Agency employees in enforcing illegal-parking regulations in strategic areas of Palu City is generally reasonably good, but it is not yet optimal. Based on the five indicators adapted from Mangkunegara, responsibility is a relative strength, as reflected in employees' understanding of task allocation, respect for their authority, coordination, and reporting. Work discipline is also generally satisfactory, although punctuality and attendance require greater consistency. Work quality is adequate in terms of procedural compliance and persuasive engagement, but the recurrence of illegal parking indicates that enforcement outcomes are not yet sustainable. Work quantity remains constrained by limited personnel and the broad area requiring supervision. Initiative is demonstrated through direct warnings and the reporting of problem locations, but preventive innovation remains limited.

The Transportation Agency should strengthen the effectiveness and continuity of enforcement by deploying personnel according to the intensity and recurrence of violations, using reliable location-based records to prioritize patrols, monitoring sites after enforcement operations, and developing preventive approaches with parking attendants and the public. Regular evaluation should connect patrol activities and reports with measurable follow-up outcomes. These measures may help improve the sustainability of enforcement and support more orderly parking in strategic areas of Palu City.

This study is limited by its qualitative scope, the number and selection of informants, and the reliance on agency information reported during interviews and document review. The reported figures on personnel, parking points, and 2026 violations should be verified against original administrative records. Future research may examine additional strategic locations, compare enforcement outcomes over time, or combine qualitative findings with systematic records of violations and patrol coverage.

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