

An Implementation of the Policy on New Parking Zone Expansion and Its Impact on Increasing Local Own Source Revenue (PAD) in Payakumbuh City

(Case Study at the Department of Transportation, Payakumbuh City)

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Abstract. Locally Generated Revenue (PAD) is a key indicator of regional economic performance and fiscal capacity in implementing decentralization. To strengthen regional finances, the central government enacted Law Number 1 of 2022, replacing Law Number 34 of 2000 on Regional Taxes and Levies. In response, the Payakumbuh City Government has sought to optimize PAD through the parking levy sector managed by the Transportation Agency. Roadside parking fees are positioned as a strategic revenue source; however, revenue targets have not been achieved optimally. To address this issue, the Mayor of Payakumbuh issued Decree Number 500.11.33/23.3.80/WK-PYK/2025 concerning the Determination of Parking Locations on Public Roads, establishing two new parking areas effective February 12, 2025. This study evaluates the implementation of the parking area expansion policy and analyzes its potential contribution to increasing PAD. The findings reveal that although the policy has been formally implemented, several challenges persist, including weak parking management systems, limited technological utilization, inadequate operational procedures, and insufficient field supervision. Furthermore, low public awareness regarding the importance of parking tickets and reporting violations constrains revenue optimization. Therefore, improvements are required in management systems, human resource capacity, technological integration, supervision mechanisms, and public education to foster orderly parking practices. These measures are expected to enhance the effectiveness of parking levy collection and contribute significantly to increasing PAD in Payakumbuh City.

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1. Background

Regional autonomy is the right, authority, and obligation of a region to independently manage government affairs and the interests of the local community, as regulated in Law No. 23 of 2014, which replaced Law No. 32 of 2004. The implementation of this policy began effectively on January 1, 2001, as a form of true decentralization to improve community welfare, strengthen democracy, achieve justice, and equitable development. Regional Original Income (PAD) (Diah et al., 2024);(Ahmad et al., 2023) ; (Labaeni et al., 2015), especially from regional taxes and levies, is the main indicator of regional financial independence(Oktavina, 2012), as reinforced by Law No. 1 of 2022 concerning Central-Regional Financial Relations and Government Regulation No. 35 of 2023. In Payakumbuh City, parking fees managed by the Transportation Agency play an important role as a contributor to PAD, although not yet optimal.

Payakumbuh City's PAD realization data as of December 31, 2024, shows that the overall achievement has not met the APBD target, with parking fees on public roads by

the Transportation Agency only reaching Rp1,708,162,123 out of the target of Rp1,799,852,000 (94.91%). The historical trend from 2018 to 2024 further illustrates fluctuations: the highest achievement was 100.01% in 2022, but the average was below 100% in other years, such as 78.78% (2019) and 94.91% (2024). This phenomenon is exacerbated by population growth of 1.31% in 2024, a surge in vehicles in culinary, MSME, and tourist areas, and the emergence of illegal parking in busy areas such as Rocky Plaza and Ibnu Sina Hospital, as found by the Indonesian Supreme Audit Agency Number 60/LHP/XVIII.PGD/05/2024.

Optimization of parking fees is urgently needed to support the independence of Payakumbuh City's PAD, reduce dependence on central funds, and finance traffic infrastructure and sustainable development.(Putri, 2016);(Mukti & Isbandono, 2017)With the vision of an environmentally friendly city, increasing PAD from this sector can boost the local economy through strict oversight, technology utilization, and collaboration (Airindamarennu et al., 2022). The City Government's rapid response via Mayor's Decree No. 500.11.33/23.3.80/WK-PYK/2025 (February 12, 2025) has determined two new parking expansion points in front of BPJS to SDN 04 and the PUPR Office intersection to Jalan Pacuan since January 1, 2025, demanding effective implementation to achieve PAD targets and regulate illegal parking.

Despite regulatory progress and the designation of new locations, significant gaps are evident in inadequate data collection, weak oversight of illegal parking, and a lack of coordination with the Public Order Agency (Satpol PP) and law enforcement, as revealed by the Supreme Audit Agency (BPK). The consistently below-target PAD (local revenue) from parking (averaging <100% over 7 years) contrasts with the high potential for new urbanization and crowding, without formal mapping of parking spots. In-depth studies are needed to bridge the gap between policy and implementation, so that parking expansion can contribute significantly to PAD and city order.

This study aims to evaluate the implementation of the new parking expansion policy, assess the extent to which it has been implemented by relevant agencies, and analyze its impact on increasing local revenue (PAD) from the parking levy sector. This research is crucial for providing data-driven policy recommendations that the Payakumbuh City Government can use to improve the effectiveness of managing regional potential sustainably and professionally.

2. Research Methods

This research uses a qualitative descriptive approach (Sugiyono, 2023), which aims to describe and understand in depth the implementation of the new parking area management policy in Payakumbuh City. This approach was chosen because it is suitable for examining complex and quantitatively unmapped social phenomena, with a focus on the meaning and context behind the actions of policy actors. Data collection techniques were carried out through in-depth interviews, field observations, and documentation. Informants in this study consisted of key informants, namely the Head of the Payakumbuh City Transportation Agency; supporting informants, such as the Head of the Parking UPTD and field supervisors; and additional informants, namely parking attendants and the public using parking services in two new area locations: (1) in front of BPJS to SDN 04, and (2) from the PUPR Office Intersection to the Pacuan Road Intersection.

Informants were selected using purposive sampling, based on criteria relevant to the research focus, and snowball sampling was used to expand the data coverage through recommendations from previous informants. To maintain data validity, this study employed triangulation techniques, including source, technique, and time triangulation. Member checks and peer debriefing were also conducted to increase trust in the data obtained. Data analysis was conducted inductively, following the stages outlined by Miles and Huberman: data reduction, data presentation, and conclusion drawing. This analysis aimed to identify patterns, relationships, and meanings emerging from the interactions between policy implementers and field conditions, thus explaining the inhibiting and supporting factors in the implementation of parking management policies in Payakumbuh City.

3. Results and Discussion

Based on literature data, data was found related to the number of parking service levy achievements in the two new areas during the period of January to August and from the data it was concluded that the Location in Front of BPJS to SDN 04 Payakumbuh City, At this location, parking levy revenue was recorded at Rp12,865,000. Parking activities began to generate revenue from January - February with a value of Rp6,615,000, but no revenue was recorded in March and April, possibly due to the inactive parking management or operational constraints in the field. Revenue was recorded again in June at Rp2,000,000, then July at Rp1,700,000, and August at Rp2,550,000. This fluctuation indicates that the parking area expansion policy at this location began to run effectively in the middle of the year.

Lokasi Simpang Kantor PUPR sampai dengan Simpang Jalan Pacuan, Lokasi ini menyumbang pendapatan retribusi parkir yang lebih tinggi dibandingkan lokasi pertama, dengan total Rp23.440.000. Pendapatan telah mulai tercatat secara aktif sejak Januari - Februari sebesar Rp6.240.000, kemudian secara konsisten mengalami peningkatan dan mencatat penerimaan rutin setiap bulan, yakni Maret dan April masing-masing Rp2.900.000, Mei Rp4.000.000, Juni Rp3.100.000, Juli Rp3.300.000, dan Agustus Rp1.000.000. Konsistensi pendapatan pada lokasi ini mengindikasikan bahwa pengelolaan parkir di kawasan ini telah berjalan lebih stabil dan memiliki potensi kontribusi PAD yang signifikan.

Total Pendapatan Secara keseluruhan, dua lokasi ini menyumbang total penerimaan sebesar Rp36.305.000 dalam kurun waktu delapan bulan. Ini menunjukkan bahwa kebijakan ekspansi kawasan parkir baru telah memberikan kontribusi nyata terhadap Pendapatan Asli Daerah (PAD), meskipun masih terdapat ruang untuk optimalisasi, terutama pada lokasi pertama yang sempat mengalami kekosongan pendapatan selama dua bulan. Dari total PAD retribusi parkir sebesar Rp868.592.000 hingga Agustus 2025, dua kawasan parkir baru (Depan BPJS & Simpang PUPR – Pacuan) telah memberikan kontribusi sebesar Rp.36.305.000 atau sekitar 4,18%, Meskipun kontribusinya masih tergolong kecil secara persentase, hal ini menunjukkan potensi pertumbuhan yang positif jika kawasan parkir baru tersebut dioptimalkan lebih lanjut, baik dari sisi fasilitas, petugas, maupun sistem pengelolaan non tunai.

Pengumpulan data melalui wawancara dilakukan dengan merumuskan pemetaan responden berdasarkan tingkat level manajemen dengan porsi pertanyaan sesuai dengan levelnya yakni top, middle dan low manajemen yang berada dalam lingkungan sistem yakni UPTD Parkir Dinas Perhubungan sebagai penyelenggara Pelayanan Parkir Kota Payakumbuh. Dan kemudian untuk triangulasi keabsahan data terhadap pernyataan manajemen dalam hal ini penulis juga menambahkan responden dari luar lingkungan sistem yang nantinya sebagai informasi pembanding dari pernyataan-pernyataan yang didapat dari lingkungan sistem layanan.

Berdasarkan hasil reduksi dan penyajian data yang dianalisis menggunakan pendekatan Miles dan Huberman (1994), serta pemetaan indikator berdasarkan level manajemen dan triangulasi data literatur, penelitian ini menarik sejumlah kesimpulan terkait implementasi kebijakan ekspansi kawasan parkir baru di Kota Payakumbuh sebagai berikut:

1. Level Top Manajemen

Based on an interview with the Head of the Transportation Agency (R1), of the six proposed indicators, only one, government commitment, fell into the Very Optimal (SO) category. Meanwhile, the other five indicators were still categorized as Not Optimal (BO). This finding indicates that policy support has not been accompanied by adequate operational readiness. Key issues include human resource (HR) management, a manual reporting system, minimal oversight, and social challenges such as illegal parking and low public awareness. This demonstrates the urgency of system improvements, management modernization, and regulatory enforcement to support policy effectiveness in the parking sector.

2. Middle Management Level

All indicators submitted to middle management respondents (R2 and R3) were categorized as Not Optimal (BO). This reflects constraints on technical implementation, including limited human resources, minimal budget, inadequate field supervision, low achievement of local revenue (PAD) targets, and the ineffective impact of new location expansion policies. Structural reforms, comprehensive policy evaluations, and innovative

management strategies are needed to enable the parking sector to become a more potent and effectively managed source of local revenue (PAD).

3. Low Level Management

At the field implementation level (R4 and R5), only one indicator was rated Very Optimal, relating to the ticketing system. The other four indicators were rated Not Optimal, covering target achievement, supervision, operational constraints, and potential PAD. These findings indicate a gap between formal procedures and technical implementation in the field, particularly in the areas of supervision and external obstacles such as illegal parking. This underscores the need for more comprehensive and sustainable improvements in operational management.

4. Outside Management Level (Data Validation Triangulation)

As part of triangulation, four respondents from among the service users (R6–R9) also assessed that of the five proposed indicators, only one was categorized as Very Optimal, namely parking availability. The other four indicators were deemed Suboptimal, indicating public dissatisfaction with service quality, officer discipline, and non-procedural policy implementation. This provides important input for local governments in comprehensively improving the parking service system.

Data verification was conducted by grouping interview results based on management level and assessed indicators. Table 1 shows a summary of the indicator categorization results based on respondents' assessments:

Table 1. Summary of Data Results of Indicator Categorization Based on Respondent Statements.

No.	Responden	SO	BO	TT	Pemetaan berdasarkan Level
1	R1	1	5	-	Level Top Manager
2	R2	-	8	-	Level Middle Manager
3	R3	-	8	-	Level Middle Manager
4	R4	1	4	-	Level Low Manager
5	R5	1	4	-	Level Low Manager
6	R6	1	4	-	Outside manajemen
7	R7	1	4	-	Outside manajemen
8	R8	1	4	-	Outside manajemen
9	R9	1	4	-	Outside manajemen
Jumlah		7	45	-	

Of the 52 indicators studied, 45 (86.5%) were categorized as Not Optimal (BO), and only 7 (13.5%) were categorized as Very Optimal (SO). No indicators were categorized as Not Implemented (TT), meaning that the policy has been implemented, but its implementation has not achieved the expected effectiveness and efficiency. In general, this analysis indicates that the policy for expanding new parking areas in Payakumbuh City is still focused on the administrative level without being balanced by improvements in technical implementation and operational aspects, as well as the quality of public services. Therefore, several aspects of improvement need to be implemented immediately, including:

- Reforming the parking management system through digitalization, standardization of operational procedures, and area planning.
- Strengthening human resource capacity through training and improving the welfare of parking attendants.
- Strict and consistent enforcement of supervision to prevent levy leakage and illegal parking practices.
- Public education on the importance of compliance with the parking system and ticket acceptance as a form of accountability.

These steps are expected to increase policy effectiveness, strengthen the parking sector's contribution to local revenue (PAD), and improve the quality of public services that directly impact the community.

This study aims to examine the implementation of policies related to the expansion of two new parking areas and to analyze the potential increase in Locally-Owned Revenue (PAD) from roadside parking (PJU) fees in Payakumbuh City. The following are the results obtained based on field data and analysis:

Policy Implementation for the Expansion of 2 New Parking Areas in Payakumbuh City

The research results show that the Payakumbuh City Government, through the Transportation Agency, has begun implementing a policy to add two new parking areas as an effort to manage traffic and improve parking services. This policy implementation is carried out through planning, outreach, appointment of parking attendants, and field supervision.

Overall, this policy has begun to have a positive impact on reducing parking congestion in the old area, which previously experienced overcapacity. The two new locations are also strategically located with the potential for high vehicle turnover. However, several obstacles have been identified, such as a lack of public understanding of the new parking regulations, the lack of complete parking markings and signs, and a limited system for recording and monitoring retribution revenue. The involvement of stakeholders such as field officers, sub-district officials, and security personnel has been quite supportive of the policy's implementation, although coordination between agencies still needs to be improved to accelerate the optimization of the new parking areas.

Potential for Increasing Local Original Revenue (PAD) from Public Roadside Parking (PJU) Levies

With the opening of two new parking areas, the potential for increasing Regional Original Income (PAD) from the parking levy sector is experiencing a positive trend (Afriana, 2024). Preliminary data shows an increase in the number of vehicles served by the official parking system, which is directly proportional to the increase in the value of fees collected. The local government estimates that these two additional points could contribute a significant percentage to the total PAD from the parking sector, especially if managed with a transparent recording system and strict monitoring mechanisms. Furthermore, the potential will be even greater if the digitalization of parking payments is implemented gradually to minimize leakage and increase revenue accountability (Setiadewi & Widnyani, 2019);(Purniati et al., 2021). The addition of these parking spots also opens up job opportunities for local residents as official parking attendants who are trained and mentored by the Department of Transportation, thus contributing to a positive socio-economic impact (Tonapa et al., 2019);(Balahmar, 2013).

4. Conclusion and Suggestions

Based on research on the implementation of the policy of expanding two new parking areas in Payakumbuh City, the policy has been implemented in stages with positive impacts such as reducing the density of existing parking areas and expanding official services through the role of the Transportation Agency, sub-districts, and field officers, although hampered by minimal socialization, supporting infrastructure (markings, signs, facilities), and monitoring and recording systems for fees. The addition of this area has the potential to greatly increase Regional Original Income (PAD) from public roadside parking fees due to the surge in official vehicles, but has not been optimal due to management weaknesses; improvements with technology can make it a stable and transparent source of PAD. As a recommendation, the government is advised to increase socialization and public education, complete infrastructure and facilities, implement a digital monitoring system for revenue transparency, train parking attendants with official uniforms and identification, and conduct regular monitoring and evaluation to address problems sustainably.

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