

**EVALUATION OF THE PERFORMANCE OF THE TRANSPORTATION DEPARTMENT  
IN THE IMPLEMENTATION OF PARKING SERVICE IN PEKANBARU CITY**

**Dzaskhia Delvani Putri<sup>1</sup>, Abdul Sadad<sup>2</sup>**

<sup>12</sup>Program Studi Administrasi Publik, Fakultas Ilmu Sosial dan Ilmu Politik, Universitas Riau,  
Pekanbaru, Indonesia

Correspondence Email: [dzaskhia.delvani2456@student.unri.ac.id](mailto:dzaskhia.delvani2456@student.unri.ac.id)

**ABSTRACT**

*Parking is an activity of placing a vehicle in a certain place for a temporary period, either in a specifically designated area or in a public space, in accordance with applicable regulations. The effective organization of parking services is the responsibility of the regional government through the Parking Unit of the Pekanbaru City Transportation Department. This research aims to evaluate the performance of the Parking Unit of the Transportation Department in organizing parking services, which includes identifying the factors that influence the performance of parking service organization. The research method used in this study is qualitative with a descriptive case study approach. Data and research sources are from the results of interviews, observations, and documentation. The research results show that the performance of the Parking Unit of the Transportation Department in organizing parking services in Pekanbaru City still needs to be improved. The factors that influence this performance include limitations in human resources and budget, lack of supervision, and low public awareness regarding orderly parking. Efforts that can be made are by increasing the capacity of human resources, increasing the budget, maximizing supervision, and increasing effective socialization to the community to improve the performance of parking service organizations in Pekanbaru City.*

*Keywords: evaluation; performance; servic; parking.*

## INTRODUCTION

Pekanbaru City is one of the areas experiencing rapid development regarding administration and the economy in various aspects including the transportation sector. As the capital of Riau Province, Pekanbaru City is experiencing rapid economic and population growth, resulting in an increase in the number of motorized vehicles. This causes an increase in demand for roads to accommodate traffic activities and places to stop after reaching the destination (parking). In this research, the main focus will be on on-street parking management, which refers to the practice of parking vehicles directly along the side of a public road that has been designated or permitted for parking activities.

Parking is an activity of placing a vehicle in a place temporarily, either in a specially designated area or in a public place, in accordance with applicable regulations. Pekanbaru City Regional Regulation Number 2 of 2009 concerning Road Traffic and Transportation in Pekanbaru City Article 11 number 35, states that parking is a situation where a vehicle stops or does not move for a while and is left by the driver.

Parking management is one of the important tasks that falls under the authority of the Transportation Service through the Pekanbaru City Parking Technical Implementation Unit (UPT). The Transportation Service, through the Parking Technical Implementation Unit (UPT), manages parking services which include parking facilities and infrastructure, parking coordinators, parking attendants, parking locations and levy collection. This is in line with the regional government's obligation to provide quality services and ensure that the parking system runs according to applicable regulations.

Based on Pekanbaru Mayor Regulation Number 76 of 2021 concerning Governance Patterns of Regional Public Service Agencies in the Parking Technical Implementation Unit of the Pekanbaru City Transportation Service Article 4, the Parking UPT has the following Vision and Mission:

1. The vision of UPT Parking is "to create parking services that are orderly, safe, comfortable and controlled".
2. The Parking UPT mission is:
  - a. Forming quality and professional parking human resources;
  - b. Optimizing sourced Regional Original Income (PAD). rom parking services;
  - c. Increasing parking efficiency with supporting facilities;
  - d. Establishing a parking system to support smooth traffic and optimize road function; And
  - e. Improve and develop the function of roadside Parking Space Units (SRP) as long as they do not interfere with the smooth flow of traffic

The Pekanbaru City Transportation Service Parking UPT has the following main tasks and functions for the supervision and management of parking carried out by the Pekanbaru City Transportation Service:

1. Supervise the smoothness and orderliness of 2-wheeled and 4-wheeled traffic according to parking markings
2. Supervise the orderly performance of parking attendants in the field
3. Remap the empty parking lot
4. Process and give sanctions to illegal parking attendants
5. Supervise the security and order of the parking location
6. Preparing materials for determining parking locations and processing applications for permits for parking operators on the edge of public roads by people/business entities
7. Conduct evaluations and reports regarding task implementation
8. Monitor and supervise PAD in the form of parking fees on the side of public roads.

Based on Mayor Regulation Number 76 of 2021 concerning the Governance Pattern of Regional Public Service Agencies in the Pekanbaru City Transportation Service Parking Technical Implementation Unit, the Pekanbaru City Technical Implementation Unit (UPT) can collaborate with third parties in parking activities. In this case, the Parking Technical Implementation Unit (UPT) collaborates with a third party, namely PT Yabisa Sukses Mandiri in managing parking in Pekanbaru City. The Parking UPT is assisted by a third party in assigning parking attendants who are responsible for providing services, managing traffic flow and collecting parking fees which have become a source of Regional Original Income (PAD). As intended in Pekanbaru City Regional Regulation Number 2 of 2009 concerning Road Traffic and Transportation in Pekanbaru City, the person or management body must appoint and assign parking attendants who are obliged and responsible for providing services:

1. Manage vehicle traffic in and out and arrange parking

2. Provide parking fee tickets and receive payment
3. Maintain security, order and cleanliness
4. Conduct construction and provide uniforms and equipment.

Tabel 1. Number of Points and Parking Attendants

Area	Number of Points	Number of Parking Attendants	Manager
I	1.000	873 People	PT. Yabisa Sukses Mandiri
II	474	150 People	Individual
III	108	102 People	Individual

Source: Pekanbaru City Transportation Service Parking UPT, 2025

Considering the large number of parking locations that must be monitored, the number of third party supervisors is still limited. Therefore, parking management by third parties is still directly supervised by the Parking Technical Implementation Unit (UPT). Even though the Parking UPT directly supervises it.

performance of third parties, the results achieved have not been optimal and achieved the expected effectiveness, both in terms of income and services to the community. One of the main obstacles is that optimal synergy has not been established between the two parties. Third parties often face challenges in meeting established service standards, while supervision carried out by the Parking UPT is not yet fully effective. The form of monitoring activity routinely carried out by the Parking UPT is through daily patrols which aim to monitor conditions in the field, ensure parking officers comply with regulations, provide direction and guidance to parking officers, and take firm action against violations. However, in practice, these patrol activities are often limited to checking the presence of parking officers at each location without any in-depth guidance regarding performance, understanding of their duties or practice of giving tickets. Weak coordination between the Parking UPT and third parties, which is reflected in less than optimal supervision, has a direct impact on not meeting the parking levy revenue target. As a result, there could be potential revenue leakage, which ultimately hinders target achievement.

Table 2. Target and Realization of Pekanbaru City Parking Levy

Year	Target	Realization
2021	IDR 13,000,000,000	IDR 6,027,141,748
2022	IDR 8,746,080,788	IDR 9,722,722,296
2023	IDR 16,353,899,045	IDR 14,143,417,311
2024	IDR 16,000,000,000	IDR 15,752,194,084

Source: Pekanbaru City Transportation Department Parking UPT, 2025

The instability between the target and the actual receipt of parking fees indicates a weakness in the performance of the Transportation Service's Parking Technical Implementation Unit (UPT). So it shows that the enforcement of regulations carried out by the Pekanbaru City Transportation Service Parking UPT is still not being adhered to when carrying out parking fees in the field. This is also influenced by several crucial factors, such as unpredictable weather and the continued prevalence of illegal parking practices. Apart from external factors and violations, the imbalance between the new reduction in parking rates and the deposit targets charged to officers is also an important issue. This makes the performance of officers in the field not optimal and triggers unhealthy practices in order to achieve targets.

Based on the results of observations, a number of main tasks and functions of the Parking Technical Implementation Unit (UPT) of the Pekanbaru City Transportation Service have not been carried out optimally. This can be seen from the lack of supervision carried out by the transportation department in regulating traffic order. One of the prominent problems is that on various public roadsides in Pekanbaru City, traffic jams often occur in parking areas in any place or exceeding the specified capacity, this requires study.

In depth so that the impact of the parking does not disturb public order. Like parking on Jl. Tuanku Tambusai is precisely in front of the Fruit Market, one of the main impacts of which is disrupting the smooth flow of traffic in the Fruit Market area, which is one of the busy centers in Pekanbaru. At this parking location, PT. Yabisa Succeeds Independently with UPT Parking. However, it is suspected that due to the lack of firmness in ongoing enforcement and weak post-control supervision, parking conditions that take up too much of the road and cause traffic jams still occur to this day.

Meanwhile, a problem that is often found in the field is that there are still parking attendants who do not wear complete attributes such as vests, identification tags, hats and whistles which should be their identity. Not using official attributes by parking attendants has various impacts. First, people have difficulty distinguishing between official and unofficial jukirs. This often triggers public distrust of the parking system and is prone to illegal levies.

Second, the absence of attributes also shows a lack of professionalism in parking management, which should be the Standard Operating Procedure (SOP) of the Parking UPT which has been stipulated in Regional Regulation Number 2 of 2009 where parking attendants have the following obligations:

- a. Use attributes, identification marks and other equipment that have been determined
- b. Submit a parking fee ticket for one parking and receive payment
- c. Have knowledge of vehicle management procedures both before and after parking
- d. Be polite, friendly and maintain security, order and cleanliness
- e. Deposit retribution money in accordance with applicable regulations

Then it was stated that the parking attendant's job was to give parking fee tickets and receive payment. One of the main tasks of the Transportation Department's Parking Technical Implementation Unit (UPT) is to oversee and supervise Regional Original Income (PAD) which comes from parking fees. This task includes managing the parking system in a transparent, accountable and according to the rules to ensure that every parking transaction can be recorded properly. However, practice in the field shows that there is a serious problem, namely parking attendants who do not give tickets to parking users according to their duties and procedures. This non-compliance makes it difficult to monitor the actual number of parking transactions and opens up opportunities for embezzlement of funds by parking attendants. Some of the levies that should have gone into the regional treasury were not recorded, resulting in the potential for Regional Original Income (PAD) from the parking sector not being optimized.

Factors causing this problem can include the lack of routine inspections of parking attendants and a lack of provision or training for parking attendants. Inspections carried out by the Parking UPT tend to be limited to patrol activities which are often limited to checking the condition of parking officers in the field without any in-depth direction or understanding of their duties. Besides that, the absence of a structured special training and provision program for parking attendants is also a contributing factor. As a result, parking officers in the field lack an understanding of operational standards, including the importance of using attributes and providing retribution tickets.

## **RESEARCH METHODS**

The type of research used in this research is a qualitative method with a descriptive case study approach. According to Sugiyono (2019) qualitative research methods are methods used to research a natural object, where the writer is the key instrument, data collection techniques are carried out in a combined, analytical and inductive manner and the results of qualitative research emphasize meaning rather than generalization.

Then, the descriptive method in this research aims to describe, explain, or explain the phenomena that are the focus of the researcher. According to Bogdan and Biklen in Sugiyono (2020), the descriptive qualitative research method is collecting data in the form of words or pictures, so it does not emphasize numbers. The data collected after analysis is then described so that it is easy for other people to understand.

## **RESULTS AND DISCUSSION**

### **Evaluation of the Performance of the Transportation Department in the Implementation of Parking Service in Pekanbaru City**

Performance evaluation is a systematic and ongoing process for assessing the extent to which an individual, group or organization has achieved the goals and objectives that have been set. In an

organizational context, performance evaluation can include an assessment of the efficiency of resource use, the effectiveness of program or activity implementation, the quality provided and the resulting impact on stakeholders.

### 1. Productivity

Based on Pekanbaru City parking target and realization data, it can be seen that the productivity of parking management from 2021 to 2024. In 2021, the realization of parking revenue only reached IDR 6,027,141,748 from the target of IDR 13,000,000,000, indicating a low level of productivity. However, there will be a significant increase in 2022, where the realization will reach IDR 9,722,722,296, even exceeding the target of IDR 8,746,080,788. This increase indicates an increase in productivity or efficiency in parking management that year. However, in 2023, realization will decrease again to IDR 14,143,417,311 from the target of IDR 16,353,899,045. The latest data shows that there will be another increase in 2024, with realization of IDR 15,752,194,084 approaching the target set at IDR 16,000,000,000. This change indicates that parking levy productivity is unstable and influenced by various factors. Factors such as natural conditions and holidays cause a decrease in the number of parked vehicles, thereby affecting levy income. Apart from that, one of the factors that really influences it is the condition of the parking lot itself, which is very dependent on whether or not parking capacity is met, especially on weekdays. On working days or normal conditions. Even though activity tends to be high, the number of vehicles parked at a particular location is very dependent on the level of density and availability of parking spaces. Then, the existence of irresponsible illegal parking attendants who are still operating is one of the reasons why parking fees are not realized. The existence of illegal parking directly eliminates potential income that should go to regional treasuries but flows to unauthorized parties. Apart from that, there is no official recording of income through parking tickets, making it vulnerable to irregularities.

Apart from that, it is known that there is a discrepancy between the parking rates that have been reduced and the deposit targets charged to parking officers. The reduction in parking rates should be followed by an adjustment to the balance deposit target, from the previous IDR 210,000 to IDR 180,000. The deposit target is still burdensome because sometimes the amount is greater than the salary received. This makes performance in the field less than optimal and triggers unhealthy practices such as illegal fees or not giving tickets in the hope of maximizing personal income, which can be detrimental to parking users. There is the potential for great financial pressure for parking officers in achieving targets even though income from parking fees per vehicle has been reduced.

### 2. Quality of Service

In this research, the author determined one parking location that caused disruption to the smooth flow of traffic, precisely on Jl. Tuanku Tambusai in front of the Fruit Market, which takes up too much of the road, causing traffic jams. This phenomenon is a concern because it is located in an area with a dense vehicle volume. As a result, road sections that should be used optimally by other vehicles become narrowed, causing disruption to the smooth flow of traffic.

Specifically regarding parking at the Fruit Market, the availability of empty land designated as a parking area is not utilized optimally, people prefer to park in front of the market, namely on the road. Several factors that might cause this condition to occur include public perception regarding ease of access and distance from the parking lot to the destination location, lack of information or clear signs regarding the parking spaces that have been provided, and preferences for parking in locations that are more visible and easy to reach even though they have the potential to disrupt traffic order. Control efforts have been carried out together with the Parking UPT as a response to overcome this problem, but this problem has not been completely resolved. People still show a strong preference for parking their vehicles on the road, even though parking areas are provided should. This situation highlights the need for a more in-depth and sustainable strategy, not only through policing alone, but also involving education to the community.

It is known that people often complain about traffic jams in this area, especially during rush hours and weekends. The community believes that highways should be intended for moving vehicle traffic, not as parking spaces, so that the presence of vehicles parked on the road directly disrupts the smooth flow of traffic. Apart from that, regarding the services provided by each parking officer, the public believes that some officers are considered friendly, but there are also those who are not. There have even been experiences where unfriendly parking

attendants immediately left after receiving parking money without providing good interaction. This indicates that there is a misalignment in the quality of service and professionalism of parking officers in the field

### 3. Responsiveness

One of the concrete efforts made to increase the responsiveness aspect in parking services is by placing field officers who carry out patrols every day. The presence of field officers is expected to be able to respond directly to the needs or complaints of parking users. Apart from that, the Parking UPT also provides various complaint channels for make it easier for the public to convey their reports or aspirations. These channels include conventional methods such as suggestion boxes, which provide the option for people to submit input in writing, as well as social media platforms such as WhatsApp and Instagram as more modern and easily accessible complaint channels. To ensure speed in responding, the Parking UPT sets a maximum response time target of 1x24 hours, and when providing reports it must be accompanied by photographic evidence and clear location information so that officers can respond quickly. PT. Yabisa Sukses Mandiri as a third party also has a responsive report handling mechanism in following up on every incoming report and evaluating the report. PT. Yabisa Sukses Mandiri took direct action in the form of providing outreach to parking officers. This action aims to provide a better understanding of expected service standards and address potential causes of instability in services. Apart from providing direct coaching, PT. Yabisa Sukses Mandiri also continues to monitor the field situation through the field coordinator. The mechanism for handling reports quickly, evaluations that are carried out immediately, direct outreach to officers, shows the seriousness of PT. Yabisa Sukses Mandiri in maintaining and improving the quality of parking services.

However, even though the actions taken are responsive, in practice, parking service users still experience complaints that are not handled effectively and still occur today, such as illegal parking that is still in operation, lack of proper guidance given to parking officers who are unprofessional in carrying out their duties, as well as disrupting the smooth flow of traffic due to disorderly parking. This indicates that there is a gap between responsive planning and implementation in the field.

### 4. Responsibility

Based on Dacrah Regulation Number 2 of 2009 concerning Road Traffic and Transportation in Pekanbaru City, it clearly mandates the obligations that must be fulfilled by every parking officer, namely: 1) Wear uniforms, identification marks and other specified equipment, 2) Know the procedures for arranging vehicles both before and after parking, 3) Be polite, friendly and maintain security, order and cleanliness, 4) Hand over a retribution ticket for one parking and receive payment. However, contrary to the provisions of the Regional Regulation, based on the results of observations, it shows that there are still parking attendants who do not wear the specified attributes and equipment. Apart from that, parking officers do not give retribution tickets to parking users, which directly shows that there are problems related to the responsibilities of parking officers.

Even though the Parking UPT assumes that the officers understand their obligations and are trying to carry out supervision, the reality on the ground shows that many officers do not comply with the rules, starting from not wearing official attributes, not providing good service, to not giving parking tickets. The absence of a ticket as official proof of payment of fees opens up opportunities for embezzlement of funds by parking attendants. Some of the levies that should have gone into the regional treasury were not recorded, thereby causing potential leakage of local revenue (PAD) from the parking sector. The Parking UPT needs to carry out regular and in-depth socialization of the rules to all parking officers, ensuring that they clearly understand each obligation, including the importance of using attributes, service standards, and the need to provide tickets as proof of payment. Apart from that, supervision in the field needs to be increased in intensity and broadened in focus, not only checking the attributes and availability of tickets, but also monitoring the behavior and interactions of officers with service users.

### 5. Accountability

The amount of retribution payments has been determined for each coordinator, so abuse of power in this case is thought to be small. Regarding the current parking rates which have been reduced, if parking officers are found to be asking for things that do not comply with the applicable rules, they will be subject to sanctions. However, problems arise regarding the

transparency and accountability of performance and budget management of the Parking UPT. There are no Parking UPT performance reports that are routinely published, so this is contrary to the main duties and functions of the Transportation Department's Parking UPT, namely carrying out evaluations and reporting related to the implementation of tasks and information related to the budget which is only known by BAPENDA. Budget planning and decision making process Decisions related to parking management are also made jointly between the Transportation Agency and BAPENDA, without involving participation or access to information from the public.

Several practices were revealed that raised questions regarding the accountability of honesty in the management of parking fees. In making a deposit, there is a target set, and if the target is achieved, the deposit will be given according to the target. However, often the target is not achieved, so only modest deposits are given. Apart from that, there is no systematic checking of how many tickets have been used up. This indicates a potential mismatch between the amount of real income and the deposit provided. This indicates that there are weaknesses in the accountability system for managing parking fees and creates gaps for irresponsible practices that have the potential to harm regional revenues. A system that relies on deposit targets without checking the number of transactions via tickets ultimately also violates the principle of accountability towards service users.

### **Factors Inhibiting the Performance of the Parking UPT in Providing Parking Services in Pekanbaru City**

#### 1. Personal Factors

The individual aspect of parking attendants is one of the obstacles that affects organizational performance, especially in parking services. Fundamental problems in providing services are often rooted in the behavior of each officer. This includes operational standards that have been set, such as not using official attributes which should be the officer's official identity, as well as negligence in providing tickets as valid proof of payment to service users, to more subjective aspects, namely the lack of friendliness and ability of officers in interacting with the public. Every parking attendant should have a deep understanding of their duties and responsibilities in helping and being friendly in all conditions. However, the reality in the field shows that the quality of service is very dependent on the awareness and initiative of each individual officer in the field. This highlights the importance of character development, increasing awareness of responsibility, and more consistent enforcement of rules to ensure that each parking attendant can provide services according to expected standards, so that obstacles originating from individual aspects can be minimized.

#### 2. Team Factor

Coordination efforts with parking officers in the field are carried out through daily patrols which aim to ensure officer compliance in carrying out their duties and obligations in providing services, including providing parking tickets. Through this patrol, field officers monitor the availability of tickets for each parking officer and provide direction to officers who are found not to have tickets. However, based on observations in the field, it shows that there are still officers who are less compliant in carrying out their duties and obligations, especially in providing tickets. This indicates that although coordination efforts through patrols have been carried out, their effectiveness has not been optimal in instilling awareness and discipline among all parking officers as part of service standards.

When coordinating, the supervisor's main focus seems to be only on the availability of attributes and tickets to parking officers without any further action or confirmation regarding the obligation to provide tickets to parking users. Even though there are monitoring efforts through these patrols, their implementation seems less intensive and provides less direction regarding enforcing compliance with correct service procedures. Thus, patrols, which should be an effective means of ensuring compliance and improving service quality, have not been running optimally in practice.

#### 3. Limited Work Facilities

It can be seen that there are obstacles related to the availability and adequacy of operational transportation facilities which directly affect the effectiveness of supervision in the field. The amount of existing transportation is not sufficient for operational needs, apart from that there is also a lack of patrol motorbikes which are really needed to reach small parking

areas or locations that are congested and difficult to access by car. Apart from that, the number of patrol cars which is only two units is also a problem, considering the wide coverage of the parking area that must be monitored. This limitation certainly hampers the ability of field officers to carry out effective supervision and shows that the lack of transportation facilities is one of the main obstacles in increasing the effectiveness of supervision and the quality of parking services. It is known that the amount of transportation available is not sufficient for needs, the impact in the field is that when patrol cars experience technical problems or even run out of fuel, the solution that is often taken is to use the personal motorbikes of field officers to carry out patrols. This also indicates the potential for additional costs for officers related to vehicle operations. Dependence on private vehicles as a temporary solution shows that the problem of a shortage of operational vehicles is a real issue and has a direct impact on the Parking UPT's ability to carry out effective supervision.

#### 4. Limited Human Resources

There are limited field personnel which results in supervision which results in supervision at various points of the parking location being less than optimal. The Field Coordinator also revealed that although his party tried as hard as possible to reach all the parking areas they were responsible for, due to the limited number of officers, they were forced to divide their focus and prioritize certain areas first. This means that there is the potential for other parking areas that are less monitored and prone to violations. The limited number of workers directly affects the effectiveness of the supervision and control function that should be carried out by the Parking UPT, thereby opening up opportunities for parking violations to occur which result in inconvenience for road users. With a wide area coverage and many parking spots, the number of existing officers is considered inadequate to carry out maximum supervision in the entire area. The Parking UPT only has two field supervisor teams, each team consisting of 15 people. Although this number may seem sufficient, in practice not all supervisors in each team go to the field when carrying out patrols. Often only a few officers are active in the field at one time, causing supervision to be uneven. As a result, reports related to parking violations are often not handled quickly, and officers are forced to divide the focus of supervision into certain areas only. This condition opens up opportunities for illegal parking, illegal fees and traffic disruptions caused by a lack of equal supervision. The Parking UPT needs to propose and recruit additional field supervisors in accordance with the needs of area coverage and the number of existing parking points. Workload analysis and the ideal ratio of officers per region need to be carried out to determine the number of additions needed.

## CONCLUSIONS

Based on the research results, the evaluation of the Transportation Service's performance in providing parking services in Pekanbaru City shows several key findings. In terms of productivity, the instability of parking levy income indicates problems in the management system that affect target achievement. The quality of service is still suboptimal, as parking areas often disrupt traffic flow and attendants lack professionalism due to weak supervision and enforcement. Although the Parking UPT has shown responsiveness by providing complaint channels such as suggestion boxes and social media, many user complaints remain unresolved. In terms of responsibility, implementation in the field does not align with established regulations, particularly regarding the provision of valid parking tickets. Lastly, the accountability aspect is weak, with limited transparency in financial reporting, lack of monitoring mechanisms, and minimal public involvement, reflecting low honesty and openness in managing parking levies and resources.

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