

# THE INFLUENCE OF LOCATION, TIME AND SUPERVISION WITH COMPLAINT HANDLING AS INTERVENTION VARIABLES ON THE EFFECTIVENESS OF PARKING MANAGEMENT IN KARIMUN REGENCY

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## Abstract

The contribution of the Karimun Regency Transportation Agency in efforts to increase local revenue in the parking service program for 2023 to 2024 was not realized as targeted, due to problems in handling complaints receiving the lowest score in the SKM and there were significant differences in the achievement of targets in each location zone and at each parking time. Furthermore, the parking management supervision system by the Transportation Department has not been optimally implemented across all areas. This mixed-method research is limited and focused on examining the influence of location zones, time, and supervision with complaint handling as an intervening variable on the effectiveness of parking management. It is concluded that supervision and complaint handling have a significant effect on the effectiveness of parking management, while location zones and time are not significant. Furthermore, location zones and supervision have a significant effect on complaint handling, but time does not. Furthermore, complaint handling is able to significantly intervene in the effect of location zones and supervision on the effectiveness of parking management, but it is not able to significantly intervene in the effect of time on the effectiveness of parking management. It is recommended that the Karimun Regency Transportation Agency optimize officer responses to parking-related issues and balance the duration of vehicle parking with the fees that must be paid by the public. It is recommended that the Karimun Regency Transportation Agency optimize the response of officers to parking-related issues and balance the duration of vehicle parking with the fees that must be paid by the community for parking, by prioritizing suggestions and input from the surrounding community regarding parking that is organized and at times when problems and violations related to parking are likely to occur. as well as to optimize the achievement of targets for each parking time slot that has not been optimally achieved, by identifying problems encountered through the parking-related complaint channel and gathering input from parking service users, to be followed up with solutions and alternatives to optimize the effectiveness of parking management.

**Keywords:** *Zone Location, Time, Supervision, Effectiveness of Parking Management*

## INTRODUCTION

The Ministry of Transportation of the Republic of Indonesia is a ministry within the Indonesian government that oversees all matters related to transportation. According to Law Number 22 of 2009 concerning Road Transportation, Presidential Regulation Number 23 of 2022 concerning the Ministry of Transportation, and Minister of Transportation Regulation Number 17 of 2022 concerning the Organization and Work Procedures of the Ministry of Transportation, this ministry broadly consists of the Secretariat General, the Directorate General (Dirjen) of Land Transportation, the Directorate General of Maritime Affairs, the Directorate General of Air Transportation, the Directorate General of Railways, and several agencies and the Inspectorate General. In addition, there are also several integrated transportation agencies under the Ministry of Transportation and local governments in the region, including the Karimun Regency Transportation Agency located in the Riau Islands Province. The Karimun Regency Transportation Agency (Dishub Karimun) was established based on Karimun Regency Local Regulation Number 01 of 2004 dated February 16, 2004 concerning the Organizational Structure and Work Procedures of Regional Apparatus. Then, in Karimun Regency Regulation Number 05 of 2009 concerning the establishment and organizational structure, it is explained that the main task of the Karimun Regency Transportation Agency (Dishub

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Karimun) is to assist the Regent in exercising the authority of the Regional Government in the field of transportation and to carry out technical policies in accordance with the scope of technical supervision of public services and guidance to technical implementation units within the scope of its duties. Based on data on the implementation of public services at the Karimun Transportation Agency, in general, the quality level is good, with an SKM score in 2021 of 81.53, with the lowest score in the requirements element. In 2022 it was 82.24 with the lowest score in the complaint handling element, in 2023 it was 80.24 with the lowest score in the complaint handling element, and in 2024 it was 80.57 with the lowest score in the complaint handling element. Based on all the information and data presented above, it can be simply explained that the realization of the performance achievements of the Karimun Transportation Agency in improving adequate land transportation facilities and infrastructure in the 2023-2024 period has not been optimally achieved. This was due, among other things, to limited institutional budget resources, which had an impact on the limited budgets of fields and sections in their efforts to realize programs and targets. Among other things, the implementation of the parking supervision program could not be optimized evenly, so that there were still several violations in the field that caused a decrease in parking fees entering the Regional Treasury.

There were also significant differences in the achievement of targets at each time and in each zone where parking was held. Furthermore, in the results of the public satisfaction survey conducted, although it is still in the good category, there is a downward trend in the achievement of scores from 2021 to 2024 and from 2022 to 2023, with the handling of complaints receiving the lowest rating from the public. Responding to this phenomenon, if we refer to several sources related to effectiveness, which state that a program management system is considered ineffective if the plans for achieving goals and objectives are not in line with the results that have been achieved. Therefore, it can be said that the management of parking by the Karimun Transportation Agency is not yet effective. From the efforts of the Karimun Regency Transportation Agency to contribute to increasing local revenue in the parking service program from 2021 to 2024, several problems have been identified, including:

1. The issue of parking management effectiveness, as the Karimun Regency Transportation Agency's contribution to increasing local revenue in the parking service program from 2023 to 2024 has not been realized as targeted.
2. Complaint Handling Issues, because the SKM score for public service implementation at the Karimun Transportation Agency in terms of complaint handling received the lowest score and became a priority for improvement. Parking Zone Location Issues, because there were significant differences in the achievement of targets at each parking location.
3. Issues with parking operation times, as there are significant differences in the achievement of target objectives at each parking location.
4. Issues with supervision, as the parking management supervision system by the Transportation Department is not yet optimally implemented, resulting in some violations that lead to a decrease in parking fees deposited into the Regional Treasury.

Based on the identification of the above issues, a more scientific study will be conducted on the effectiveness of parking management, complaint handling, supervision, time and location zones, and parking implementation by the Karimun Regency Transportation Agency. The study is titled "The Influence of Location Zones, Time, and Supervision with Complaint Handling as Intervening Variables on the Effectiveness of Parking Management in Karimun Regency."

## LITERATURE REVIEW

### Effectiveness of Parking Management

According to Fattah (2023), effectiveness is needed to determine whether a program can achieve its predetermined and desired outcomes or objectives. Effectiveness relates to the implementation of all main tasks, the achievement of objectives, timeliness, and active participation of members. It is the relationship between stated objectives and results, and shows the degree of conformity between stated objectives and achieved results. Effectiveness is a condition that indicates the success of an organization in achieving certain goals by using available resources within specified limits (Mokobombang, 2022). As explained by Raiana (2018), effectiveness is the activity, usefulness, and suitability of the activities of people carrying out tasks with the intended targets.

### Parking Location Zone

A zone is an area or region that has specific functions and characteristics (Presidential Decree No. 119 of 2022). Then, according to the Decree of the Minister of Transportation Number 66 of 1993 concerning Public Parking Facilities, Article 2, explains that the determination of the location and construction of public parking

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facilities is carried out by taking into account: a. Regional Spatial Planning General Plan (RUTRD); b. traffic safety and smoothness; c. environmental sustainability; d. convenience for service users. According to Babcock (2022), a zone is an area divided based on management functions and objectives, while zoning is the division of an area into several parts. Lutfiyah (2022) further explains that zoning is the arrangement of reforms into several zones or divisions of areas. A parking lot is a place designated as a temporary stopping point for vehicles at a specific time. Imaduddin (2021) defines a parking lot or location as a place located at the edge of a public road or in a designated area that does not interfere with traffic flow or special facilities such as parking buildings or parking lots.

## Parking Operation Hours

According to Tanjung & Yunus (2022), time is life. If humans cannot make the best use of time, then they fall into the category of people who are at a loss. Explained by Ningrum (2023), the denotative meaning of time is a unity: seconds, minutes, hours, days, weeks, months, years, centuries, etc. Meanwhile, the connotative meaning of time is time as a spatial concept (spatial dimension) is a place where various events occur, both natural events and social events and historical events in the process of time. According to Fattah (2021), time is all life processes that are used as a place to prove human existence, and is a place for activities, a place for humans to take shelter and settle, a place to take advantage of others, and also as a place to provide benefits to others.

## Parking Implementation Supervision

According to Zai & Mendrofa (2023), supervision is where an aspect of a procedure must meet the specified requirements before the activity is carried out to ensure the accuracy of the activity's implementation. Explained by Marpaung et al. (2023). Supervision is basically a measure of the real appearance of planning by detecting significant spreads between results and expectations, and identifying actions of such spread, so that corrective action can be taken. Furthermore, Dewianti, et al. (2023) explained that supervision is basically directed entirely to avoid the possibility of deviation or deviation from the objectives to be achieved, namely as a guarantee that the implementation of work runs according to the standards set in the plan. Supervision (controlling) means an activity aimed at ensuring that the implementation of activities is in accordance with the plans that have been prepared. Terms related to supervision (Controlling) include monitoring, correcting, evaluating, and supervision. Supervision means continuously observing, recording, providing explanations and instructions.

## Handling Complaints Regarding Parking Implementation

According to Khatimah (2024), public complaints are complaints submitted by the public to the government regarding services that do not meet service standards, or neglect of obligations and/or violations of prohibitions. Handling public complaints is a process that includes receiving, recording, reviewing, following up, distributing follow-up actions, archiving, monitoring, and reporting. Complaint Management is the activity of handling complaints in accordance with the mechanisms and procedures for managing complaints. (Karimun Regent Regulation Number 42 of 2021). According to Hadi (2024), a complaint is a verbal or written statement or customer dissatisfaction with the services provided by a service system. Public complaints are a form of public participation that allows public service providers to hear their concerns. This is done to ensure that public services address the community's needs, thus creating better public services (Juarsyah & Mulyono, 2021). A hypothesis is a temporary statement whose truth will be tested using data or information collected through samples (Sugiyono, 2021). The research hypothesis is as follows:

- H1: The parking area significantly influences the effectiveness of parking management by the Karimun Regency Transportation Agency.
- H2: Parking operation time significantly influences the effectiveness of parking management by the Karimun Regency Transportation Agency.
- H3: Parking operation supervision significantly influences the effectiveness of parking management by the Karimun Regency Transportation Agency.
- H4: Parking operation zone significantly influences complaint handling by the Karimun Regency Transportation Agency.
- H5: Parking operation time significantly influences complaint handling by the Karimun Regency Transportation Agency.
- H6: Parking operation supervision significantly influences complaint handling by the Karimun Regency Transportation Agency.

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- H7: Complaint handling regarding parking operations significantly influences the effectiveness of parking management by the Karimun Regency Transportation Agency.
- H8: Parking operation zone through complaint handling significantly influences the effectiveness of parking management by the Karimun Regency Transportation Agency.
- H9: Parking operation time through complaint handling significantly influences the effectiveness of parking management by the Karimun Regency Transportation Agency.
- H10: Supervision of parking implementation through complaint handling has a significant effect on the effectiveness of parking management by the Karimun Regency Transportation Service.

## METHOD

This research design will use a quantitative approach using a questionnaire that will be distributed to parking organizers who are directly involved in organizing parking in Karimun Regency. It is concluded that the population in this study are parking organizers who are directly involved in parking in Karimun Regency, namely; parking coordinators and parking attendants. There are 127 parking organizers who are directly involved in parking in Karimun Regency, consisting of 22 parking coordinators under the auspices of the parking manager and 105 parking attendants, so the population in this study is 127 people. If the population is relatively small, researchers can use the saturation sampling technique (census), namely by using the entire existing population, so 127 people from the population were used as samples in this study. The analysis tool in this study uses Smart-PLS.

## RESULTS AND DISCUSSION

### Results

#### Pearson Correlation Validity Test Results

Table 1. Pearson Correlation Validity Test Results

Item Pernyataan	r-hitung	Item Pernyataan	r-hitung	Item Pernyataan	r-hitung	r Tabel	Kriteria Validitas
X1.1	0.803**	X2.9	0.750**	Z1.5	0.868**	0.361	Valid
X1.2	0.777**	X2.10	0.677**	Z1.6	0.792**	0.361	Valid
X1.3	0.716**	X2.11	0.873**	Z1.7	0.896**	0.361	Valid
X1.4	0.562**	X2.12	0.634**	Z1.8	0.723**	0.361	Valid
X1.5	0.852**	X3.1	0.716**	Z1.9	0.759**	0.361	Valid
X1.6	0.389*	X3.2	0.680**	Z1.10	0.800**	0.361	Valid
X1.7	0.778**	X3.3	0.836**	Z1.11	0.863**	0.361	Valid
X1.8	0.656**	X3.4	0.748**	Z1.12	0.782**	0.361	Valid
X1.9	0.792**	X3.5	0.847**	Y1.1	0.895**	0.361	Valid
X1.10	0.852**	X3.6	0.579**	Y1.2	0.878**	0.361	Valid
X1.11	0.638**	X3.7	0.885**	Y1.3	0.922**	0.361	Valid
X1.12	0.469**	X3.8	0.669**	Y1.4	0.897**	0.361	Valid
X2.1	0.829**	X3.9	0.841**	Y1.5	0.883**	0.361	Valid
X2.2	0.744**	X3.10	0.855**	Y1.6	0.880**	0.361	Valid
X2.3	0.425*	X3.11	0.712**	Y1.7	0.943**	0.361	Valid
X2.4	0.812**	X3.12	0.830**	Y1.8	0.888**	0.361	Valid
X2.5	0.730**	Z1.1	0.821**	Y1.9	0.927**	0.361	Valid
X2.6	0.535**	Z1.2	0.863**	Y1.10	0.890**	0.361	Valid
X2.7	0.850**	Z1.3	0.912**	Y1.11	0.730**	0.361	Valid
X2.8	0.748**	Z1.4	0.776**	Y1.12	0.869**	0.361	Valid

Source: Primary Data Processed in 2025 (SPSS Application Output)

From the results of the validity test, it shows that the data for all statement items in each variable has a Corrected Item-Total Correlation (r-calculated) score value > r-table, this explains that each instrument from the statement items meets the validity criteria.

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**Reliability Statistics Test Results**

**Table 2. Reliability Statistics Test Results**

Variable	Cronbach's Alpha	N of Items
Parking Location Zone (X1)	0.904	12
Parking Operation Hours (X2)	0.911	12
Parking Implementation Supervision (X3)	0.932	12
Complaints Handler (Z)	0.954	12
Effectiveness of Parking Management (Y)	0.974	12

Source: Primary Data Processed in 2025 (SPSS Application Output)

The results of the Reliability Statistics test for exogenous, intervening, and endogenous variables showed a Cronbach's Alpha value of X1 of  $0.904 > 0.70$ , X2 of  $0.911 > 0.70$ , X3 of  $0.932 > 0.70$ , Z of  $0.954 > 0.70$ , and Y of  $0.974 > 0.70$ . According to Ghozali (2021), if the Cronbach's Alpha value is  $> 0.70$ , then the data is acceptable. This means the consistency of respondents' answers to all questionnaire statements submitted. The output reliability figures for all variables represent a single stage of variable interaction, so there is no need to remove questionnaire statements. These statements are likely easy for respondents to understand and answer questionnaire statements consistently, resulting in high reliability compared to established statistical criteria.

**Outer Model**

**Table 3. Outer Model Test Results**

	Parking Location Zone (X1)	Parking Operation Hours (X2)	Parking Implementation Supervision (X3)	Effectiveness of Parking Management (Y)	Complaints Handler (Z)
X1.1	0.876				
X1.2	0.886				
X1.3	0.859				
X1.4	0.865				
X1.5	0.858				
X1.6	0.852				
X1.7	0.907				
X1.8	0.859				
X1.9	0.856				
X1.10	0.906				
X1.11	0.837				
X1.12	0.813				
X2.1		0.815			
X2.2		0.812			
X2.3		0.809			
X2.4		0.863			
X2.5		0.896			
X2.6		0.838			
X2.7		0.891			
X2.8		0.887			
X2.9		0.904			
X2.10		0.878			
X2.11		0.925			
X2.12		0.865			
X3.1			0.824		
X3.2			0.882		
X3.3			0.886		
X3.4			0.886		

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	Parking Location Zone (X1)	Parking Operation Hours (X2)	Parking Implementation Supervision (X3)	Effectiveness of Parking Management (Y)	Complaints Handler (Z)
X3.5			0.876		
X3.6			0.852		
X3.7			0.907		
X3.8			0.847		
X3.9			0.854		
X3.10			0.872		
X3.11			0.852		
X3.12			0.892		
Y1.1				0.868	
Y1.2				0.880	
Y1.3				0.922	
Y1.4				0.934	
Y1.5				0.892	
Y1.6				0.918	
Y1.7				0.918	
Y1.8				0.916	
Y1.9				0.908	
Y1.10				0.934	
Y1.11				0.887	
Y1.12				0.892	
Z1.1					0.874
Z1.2					0.920
Z1.3					0.923
Z1.4					0.885
Z1.5					0.862
Z1.6					0.898
Z1.7					0.920
Z1.8					0.905
Z1.9					0.912
Z1.10					0.907
Z1.11					0.923
Z1.12					0.900

Source: Primary Data Processed Using Smart PLS (2025)

From the table above, it can be seen that there are no variables with a value below 0.7, thus fulfilling the criteria.

**Table 4. Construct Reliability and Validity**

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Parking Location Zone (X1)	0.969	0.970	0.973	0.748
Parking Operation Hours (X2)	0.970	0.972	0.973	0.750
Parking Implementation Supervision (X3)	0.971	0.971	0.974	0.756
Complaints Handler (Z)	0.980	0.981	0.982	0.821
Effectiveness of Parking Management (Y)	0.979	0.979	0.981	0.814

Source: Primary Data Processed Using Smart PLS (2025)

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The table above shows that all variable values in the reliability test are good, with Cronbach's Alpha and composite reliability values above 0.7, and AVE values above 0.5. Therefore, it is concluded that the tested variables are valid and reliable, allowing for structural model testing.

**Inner Model**

The R Square or Determinant Coefficient value (the magnitude of the influence) and Q2 Predictive Relevance or how good the observation value is can be seen in the following table:

**Table 5. R Squares**

	R Square	Adjusted R Square
Effectiveness of Parking Management (Y)	0.811	0.804
Complaints Handler (Z)	0.740	0.733

Source: Primary Data Processed Using Smart PLS (2025)

Based on the table above, it is known that the adjusted R Square value of Parking Management Effectiveness (Y) is 0.811, meaning that the value of the parking management effectiveness variable is 81.1% influenced by the variables of the parking location zone, parking time, parking supervision and complaint handling, while 18.9% is influenced by other factors outside the variables studied. The R Square value of Complaint Handling (Z) is 0.740, meaning that the value of the complaint handling variable is 74.0% influenced by the variables of the parking location zone, parking time, parking supervision, while 26.0% is influenced by other factors outside the variables studied.

**Table 6. Construct Crossvalidated Redundancy**

	SSO	SSE	Q <sup>2</sup> (=1-SSE/SSO)
Parking Location Zone (X1)	1524.000	1524.000	
Parking Operation Hours (X2)	1524.000	1524.000	
Parking Implementation Supervision (X3)	1524.000	1524.000	
Effectiveness of Parking Management (Y)	1524.000	511.449	0.664
Complaints Handler (Z)	1524.000	629.885	0.587

Source: Primary Data Processed Using Smart PLS (2025)

The table shows the Q2 value for the variable Parking Management Effectiveness (Y) of 0.664 and Complaint Handling (Z) of 0.587, so this research model has good predictive relevance because the Q2 value for both variables is more than zero.

**Table 7. Model Fit/Model Goodness of Fit (NFI Value)**

	Saturated Model	Estimated Model
SRMR	0.052	0.052
d ULS	5.031	5.031
d G	12.533	12.533
Chi-Square	5646.854	5646.854
NFI	0.623	0.623

Source: Primary Data Processed Using Smart PLS (2025)

The data shows an NFI value of 0.623, or close to 0.67 (good/strong), thus concluding that the model has good and strong fit. Furthermore, after meeting the above requirements, it can be concluded that the model can proceed to the next test, namely the hypothesis test. After meeting these requirements, the next step is to conduct a hypothesis test using the bootstrapping procedure.

Hypothesis Test Results

Direct Effect

Table 8. Direct Effect Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
X1 -> Y	-0.003	0.001	0.112	0.023	0.982
X2 -> Y	0.116	0.105	0.153	0.761	0.447
X3 -> Y	0.242	0.231	0.122	1.994	0.047
X1 -> Z	0.285	0.290	0.112	2.539	0.011
X2 -> Z	0.071	0.086	0.163	0.435	0.664
X3 -> Z	0.556	0.542	0.116	4.774	0.000
Z -> Y	0.590	0.608	0.103	5.739	0.000

Source: Primary Data Processed Using Smart PLS (2025)

The direct correlation test data above shows that not all original sample values are positive, as detailed below:

1. The influence of Parking Location Zone (X1) on Parking Management Effectiveness (Y) with a negative original sample value of 0.003 indicates a negative relationship. Furthermore, the T-statistic value of 0.023 indicates less than (<1.96), and the P-value of 0.982 indicates more than (>0.05), indicating an insignificant relationship.
2. The influence of Parking Operation Time (X2) on Parking Management Effectiveness (Y) with a positive original sample value of 0.116 indicates a positive relationship. Furthermore, the T-statistic value of 0.761 indicates less than (<1.96), and the P-value of 0.447 indicates more than (>0.05), indicating an insignificant relationship.
3. The influence of Parking Supervision (X3) on Parking Management Effectiveness (Y) with a positive original sample value of 0.242 indicates a positive relationship. Furthermore, the T-statistic of 1.994 indicates greater than (>1.96) and the P-value of 0.047 indicates less than (<0.05), indicating a significant relationship.
4. The influence of Parking Operation Location Zone (X1) on Complaint Handling (Z) with a positive original sample value of 0.285 indicates a positive relationship. Furthermore, the T-statistic of 2.539 indicates greater than (>1.96) and the P-value of 0.011 indicates less than (<0.05), indicating a significant relationship.
5. The influence of Parking Operation Time (X2) on Complaint Handling (Z) with a positive original sample value of 0.071 indicates a positive relationship. Furthermore, the T-statistic value of 0.435 indicates less than (<1.96), and the P-value of 0.664 indicates more than (>0.05), indicating an insignificant relationship.
6. The influence of Parking Supervision (X3) on Complaint Handling (Z) with a positive original sample value of 0.556 indicates a positive relationship. Furthermore, the T-statistic value of 4.774 indicates more than (>1.96), and the P-value of 0.000 indicates less than (<0.05), indicating a significant relationship.
7. The influence of Complaint Handling (Z) on Parking Management Effectiveness (Y) with a positive original sample value of 0.590 indicates a positive relationship. Furthermore, the T-statistic value of 5.739 means more than (>1.96) and the P-Value value of 0.000 means less than (<0.05), which can be interpreted as having a significant relationship pattern.

Indirect Effect

Table 9. Indirect Effect Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
X1 -> Z -> Y	0.168	0.179	0.083	2.031	0.043
X2 -> Z -> Y	0.042	0.053	0.101	0.413	0.679
X3 -> Z -> Y	0.328	0.328	0.083	3.927	0.000

Source: Primary Data Processed Using Smart PLS (2025)

The indirect relationship test data above shows that all original sample values are positive, as follows:

1. The influence of Parking Operation Zone (X1) through Complaint Handling (Z) on Parking Management Effectiveness (Y) with a positive original sample value of 0.168 indicates a positive relationship.

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- Furthermore, the T-statistic of 2.031 indicates a value greater than ( $<1.96$ ), and the P-value of 0.043 indicates a value less than ( $<0.05$ ), indicating a significant relationship.
2. The influence of Parking Operation Time (X2) through Complaint Handling (Z) on Parking Management Effectiveness (Y) with a positive original sample value of 0.042 indicates a positive relationship. Furthermore, the T-statistic of 0.413 indicates a value less than ( $<1.96$ ), and the P-value of 0.679 indicates a value greater than ( $>0.05$ ), indicating an insignificant relationship.
  3. The influence value of Parking Implementation Supervision (X3) Complaint Handling (Z) on Parking Management Effectiveness (Y) with a positive original sample value of 0.328, can be interpreted as having a positive relationship pattern. Furthermore, the T-statistic value of 3.927 means more than ( $>1.96$ ) and the P-Value value of 0.000 means less than ( $<0.05$ ), can be interpreted as having a significant relationship pattern.

## Discussion

### The Influence of Location Zones on Parking Management Effectiveness

The influence of the Parking Location Zone (X1) on Parking Management Effectiveness (Y) with a negative original sample value of 0.003 can be interpreted as having a negative relationship pattern. Furthermore, the T-statistic value of 0.023 means less than ( $<1.96$ ) and the P-Value of 0.982 means more than ( $>0.05$ ), can be interpreted as having an insignificant relationship pattern. Thus, H1 is rejected. It is concluded that the parking location zone has a negative but insignificant effect on the effectiveness of parking management by the Karimun Regency Transportation Agency. Based on these quantitative conclusions, a discussion was conducted with several respondents, to confirm the results of the conclusions regarding the questionnaire statement items in relation to the initial findings regarding the problem of parking location zones, in the form of a significant difference in the achievement of target targets in each parking lot. Information was obtained that the accessibility conditions at the parking location, the availability of resources, the distance to the parking location from the general activities of the community and the character of the social environment of the community around the parking location, have not had a dominant impact on the effectiveness of parking management in the form of community involvement in the clarity of objectives and strategies, the analysis process, planning and preparation of programs, monitoring systems and control of the suitability of plans and targets.

### The Influence of Time on the Effectiveness of Parking Management

The influence of Parking Operation Time (X2) on Parking Management Effectiveness (Y) with a positive original sample value of 0.116 can be interpreted as having a positive relationship pattern. Furthermore, the T-statistic value of 0.761 means less than ( $<1.96$ ) and the P-Value value of 0.447 means more than ( $>0.05$ ), can be interpreted as having an insignificant relationship pattern. Thus, H2 is rejected. It is concluded that parking operation time has a positive but insignificant effect on the effectiveness of parking management by the Karimun Regency Transportation Agency. Based on the quantitative conclusions, a discussion was conducted with several respondents to confirm the results of the conclusions regarding the questionnaire statement items in relation to the initial findings regarding the problem of parking implementation time, in the form of significant differences in the achievement of target targets at each parking implementation time, information was obtained that the duration of parking vehicles and fees that must be paid, increasing the frequency of parking vehicles, achieving parking levy targets and the speed of officer response to parking-related problems, have not had a major impact on the level of effectiveness of parking management in the form of community involvement in the clarity of objectives and strategies, the analysis process, planning and program preparation, monitoring systems and control of the suitability of plans and targets.

### The Influence of Supervision on the Effectiveness of Parking Management

The influence of Parking Supervision (X3) on Parking Management Effectiveness (Y) with a positive original sample value of 0.242 can be interpreted as having a positive relationship pattern. Furthermore, the T-statistic value of 1.994 means more than ( $>1.96$ ) and the P-Value of 0.047 means less than ( $<0.05$ ), can be interpreted as having a significant relationship pattern. Thus, H3 is accepted. It is concluded that parking supervision has a significant positive effect on the effectiveness of parking management by the Karimun Regency Transportation Agency. Based on the quantitative conclusions, a discussion was conducted with several respondents to confirm the results of the conclusions regarding the questionnaire statement items in their relationship with the initial findings regarding the problem of the parking management supervision system by the Transportation Agency which has not been optimally distributed, so that there are still several violations that result in a reduction in parking fees paid to

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the Regional Treasury. Information was obtained that the supervision of parking implementation in the form of parking supervision implementation standards, determination of implementation measurements, comparison of activities with SOPs and parking supervisors and the nature of action taken on parking problems found, has indeed had a major impact on the level of effectiveness of parking management in the form of community involvement in the clarity of objectives and strategies, analysis processes, planning and program preparation, monitoring systems and control of the suitability of plans and targets.

## The Influence of Location Zone on Complaint Handling

The influence value of the Parking Location Zone (X1) on Complaint Handling (Z) with a positive original sample value of 0.285, can be interpreted as having a positive relationship pattern. Furthermore, the T-statistic value of 2.539 means more than ( $>1.96$ ) and the P-Value value of 0.011 means less than ( $<0.05$ ), can be interpreted as having a significant relationship pattern. Thus, H4 is accepted. It was concluded that the parking area has a significant positive effect on complaint handling by the Karimun Regency Transportation Agency. Based on these quantitative conclusions, a discussion was conducted with several respondents to confirm the conclusions regarding the questionnaire items and their relationship with the initial findings regarding parking area issues, such as significant differences in target achievement at each parking area. Information was obtained that accessibility conditions at parking locations, availability of resources, distance to parking locations from general community activities, and the character of the surrounding community's social environment significantly impact the optimization of complaint handling, including the availability of complaint channels, officers, and contact numbers for submitting complaints regarding parking issues, the speed and accuracy of responses by relevant parties, and the effectiveness and efficiency of complaint follow-up.

## The Influence of Time on Complaint Handling

The effect of Parking Operation Time (X2) on Complaint Handling (Z) with a positive original sample value of 0.071 indicates a positive relationship. Furthermore, the T-statistic value of 0.435 indicates less than ( $<1.96$ ), and the P-value of 0.664 indicates more than ( $>0.05$ ), indicating an insignificant relationship. Therefore, H5 is rejected. It is concluded that parking operation time has a positive but insignificant effect on complaint handling by the Karimun Regency Transportation Agency. Based on the quantitative conclusions, a discussion was conducted with several respondents to confirm the results of the conclusions regarding the questionnaire statement items in relation to the initial findings regarding the problem of parking implementation time, in the form of significant differences in the achievement of target targets at each parking implementation time, it was found that convincing information was obtained that the duration of parking vehicles and the fees that must be paid, the increase in the frequency of parking vehicles, the achievement of parking levy targets and the speed of officer response to parking-related problems, had not yet had a major impact on optimizing complaint handling in the form of the availability of complaint channels, officers and contact numbers that can be contacted to submit complaints about parking-related problems, the speed and accuracy of responses by related parties and the effectiveness and efficiency of complaint follow-up.

## The Influence of Complaint Handling on the Effectiveness of Parking Management

The influence value of Complaint Handling (Z) on Parking Management Effectiveness (Y) with a positive original sample value of 0.590, can be interpreted as having a positive relationship pattern. Furthermore, the T-statistic value of 5.739 means more than ( $>1.96$ ) and the P-Value value of 0.000 means less than ( $<0.05$ ), can be interpreted as having a significant relationship pattern. Thus, H7 is accepted. It was concluded that the handling of complaints regarding parking management had a significant positive impact on the effectiveness of parking management by the Karimun Regency Transportation Agency. Based on these quantitative conclusions, a discussion was conducted with several respondents to confirm the conclusions regarding the questionnaire items and their relationship with the initial findings regarding the SKM score for public service implementation at the Karimun Regency Transportation Agency. The complaint handling element received the lowest score and was prioritized for improvement. Convincing information was obtained that the conditions for complaint handling, including the availability of complaint channels, officers, and contact numbers for submitting complaints regarding parking issues, the speed and accuracy of responses by relevant parties, and the effectiveness and efficiency of complaint follow-up, have indeed had a significant impact on the effectiveness of parking management, including community involvement in the clarity of objectives and strategies, the analysis process, planning and program preparation, and the monitoring and control system for plan and target compliance. This is evident in the contribution of the Karimun

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Regency Transportation Agency to increasing local revenue (PAD) through the parking service program in 2023-2024.

## **The Influence of Location Zone with Complaint Handling as an Intervening Variable on the Effectiveness of the Parking Management System**

The influence value of the Parking Location Zone (X1) through Complaint Handling (Z) on the Effectiveness of Parking Management (Y) with a positive original sample value of 0.168, can be interpreted as having a positive relationship pattern. Furthermore, the T-statistic value of 2.031 means more than ( $<1.96$ ) and the P-Value value of 0.043 means less than ( $<0.05$ ), can be interpreted as having a significant relationship pattern. Thus, H8 is accepted. It is concluded that the parking location zone through complaint handling has a significant positive effect on the effectiveness of parking management by the Karimun Regency Transportation Agency. In H1, it was concluded that the parking location zone does not have a significant negative effect on the effectiveness of parking management by the Karimun Regency Transportation Agency. This means that complaint handling is able to intervene positively and significantly with the perfect influence of the parking location zone on the effectiveness of parking management. Based on these quantitative conclusions, a discussion was conducted with several respondents to confirm the conclusions regarding the questionnaire items in relation to the initial findings regarding the problem of parking location zones, namely significant differences in the achievement of target targets in each parking area. The SKM value problem in the implementation of public services at the Karimun Transportation Agency from the complaint handling element received the lowest score and became a priority for improvement. The Karimun Regency Transportation Agency's contribution to increasing PAD through the parking service program in 2023 to 2024 was not realized. Information was obtained regarding the influence of accessibility conditions at parking locations, resource availability, distance to parking locations on general community activities and the character of the social environment around the parking location.

## **The Effect of Time and Complaint Handling as an Intervening Variable on the Effectiveness of the Parking Management System**

The influence value of Parking Implementation Time (X2) Complaint Handling (Z) on Parking Management Effectiveness (Y) with a positive original sample value of 0.042, can be interpreted as having a positive relationship pattern. Furthermore, the T-statistic value of 0.413 means less than ( $<1.96$ ) and the P-Value value of 0.679 means more than ( $>0.05$ ), can be interpreted as having an insignificant relationship pattern. Thus, H9 is rejected. It is concluded that parking implementation time through complaint handling has a positive but insignificant effect on the effectiveness of parking management by the Karimun Regency Transportation Agency. In H2, it is concluded that parking implementation time does not have a significant positive effect on the effectiveness of parking management by the Karimun Regency Transportation Agency. This means that complaint handling is not able to intervene positively and significantly in the influence of parking implementation time on the effectiveness of parking management. Based on the quantitative conclusions, a discussion was conducted with several respondents to confirm the results of the conclusions regarding the questionnaire statement items in relation to the initial findings regarding the problem of parking implementation time, in the form of a significant difference in the achievement of target targets at each parking implementation time and the problem of the SKM value in the implementation of public services at the Karimun Transportation Agency from the complaint handling element received the lowest value and became a priority for improvement as well as the failure to realize the contribution of the Karimun Regency Transportation Agency to increase PAD in the parking service program in 2023 to 2024.

## **The Effect of Supervision with Complaint Handling as an Intervening Variable on the Effectiveness of Parking Management**

The influence value of Parking Implementation Supervision (X3) Complaint Handling (Z) on Parking Management Effectiveness (Y) with a positive original sample value of 0.328, can be interpreted as having a positive relationship pattern. Furthermore, the T-statistic value of 3.927 means more than ( $>1.96$ ) and the P-Value value of 0.000 means less than ( $<0.05$ ), can be interpreted as having a significant relationship pattern. Thus H10 is accepted. It is concluded that parking implementation supervision through complaint handling has a significant positive effect on the effectiveness of parking management by the Karimun Regency Transportation Agency. In H3, it is concluded that parking implementation supervision has a significant positive effect on the effectiveness of parking management by the Karimun Regency Transportation Agency. This means that complaint handling is able to intervene positively and significantly in part the influence of parking implementation supervision on the effectiveness of parking

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management. Based on these quantitative conclusions, a discussion was conducted with several respondents to confirm the conclusions regarding the questionnaire items and their relationship with the initial findings regarding the issue of the parking management supervision system by the Transportation Agency not being optimally distributed, resulting in several violations resulting in reduced parking fees being deposited into the Regional Treasury. The SKM value for public service implementation at the Karimun Transportation Agency from the complaint handling element received the lowest score and became a priority for improvement. This also resulted in the failure to realize the Karimun Regency Transportation Agency's contribution to increasing PAD through the parking service program in 2023 to 2024.

Information was obtained regarding the influence of parking supervision in the form of parking supervision implementation standards, determining implementation measurements, comparing activities with SOPs and parking supervisors, and the nature of action taken to address identified parking problems. Partially strengthened by the complaint handling conditions in the form of the availability of complaint channels, officers and contact numbers that can be contacted to submit complaints regarding parking-related problems, the speed and accuracy of responses by related parties and the effectiveness and efficiency of complaint follow-up, in order to increase the effectiveness of parking management in the form of community involvement in the clarity of objectives and strategies, analysis processes, planning and program preparation, monitoring systems and control of the suitability of plans and targets in the form of contributions from the Karimun Regency Transportation Agency to increase PAD in the parking service program in 2023 to 2024.

## CONCLUSION

Parking location zones have an insignificant negative effect. Parking time has an insignificant positive effect. Supervision has a significant positive effect. Parking location zones have a significant positive effect on complaint handling. Parking time has an insignificant positive effect on complaint handling. Parking supervision has a significant positive effect on complaint handling. Complaint handling has a significant positive effect on the effectiveness of parking management. Parking location zones through complaint handling have a significant positive effect. Parking time through complaint handling has a positive but insignificant effect. Parking supervision through complaint handling has a significant positive effect.

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