



Implementation of Parking Retribution Policy in Madiun City

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Abstract. One of the Original Local Government Revenue is parking retribution. Several regions have regulations regarding parking retribution, one of which is Madiun City. The parking retribution policy in Madiun City refers to Regional Regulation of Madiun City no 22 of 2017 concerning parking retribution on the roadside. This study aims to describe and analyze the implementation of the parking retribution policy. This study used descriptive research with a qualitative approach. Data is collected through open-ended interviews with apparatus, parking officers, and citizens; documentation; and also observations. The focus of this study is according to George C. Edward III's theory, which includes communication, resources, disposition, and bureaucratic structure. According to Miles and Huberman, data was analyzed through 4 activities which are: data collecting, data reduction, data display, and verification/conclusion. The result indicates that the transmission of information and clarity on communication indicators are good, but there is an inconsistency in information on parking tariffs during socialization compared to reality. The financial resource is good, however, the institution as one of the human resources has not had a specific schedule to monitor so the parking officers have not been orderly in carrying out their duties. CV also does not provide tickets for motorcycles as one of the facilities of this policy. In terms of disposition, the parking officers are not commitment do their job. Then, the parking officers charge the parking tariff that is not in accordance with a standard operating procedure based on Regional Regulation of Madiun City no 22 of 2017 concerning parking retribution on the roadside.

Keywords: Implementation · Policy · Parking Retribution

1 Introduction

Regional autonomy currently requires every region to be creative to get sources of revenue so that they can finance the expenditure and regional development. Regional autonomy is the right, authority, and obligation of the region to regulate and manage its households in order to increase the effectiveness and efficiency of government administration and public services [1]. It significantly affects capital, growth, and welfare [2].

The implementation of regional autonomy, regions need sources of regional income to support Regional Revenue and Expenditures Budget (APBD). Original Local Government Revenue (PAD) is the revenue obtained by the region from its own resources [3]. According to Law no. 23 of 2014 on Local Government, local governments are given the authority to determine supporting aspects in order to increase original local government revenue. The source of original local revenue comes from local taxes, regional retributions, the results of the regional wealth management, and other local original revenue [4].

Local taxes and retributions are important to finance various local government policies [5]. According to Law no 28 of 2009, local retribution is local as payment for services or granting certain permits specifically provided by the local government to the interests of individuals or entities. Local retribution is a local levy as payment that can be forced and get the change directly like services [6]. One of the local retributions is parking fees.

Several regions have regulations regarding parking retribution, one of which is Madiun City. Regional Regulation of Madiun City no 22 of 2017 concerning parking retribution on the roadside is an amendment to Regional Regulation of Madiun City no 25 of 2011 [7]. There were many problems regarding parking on the roadside. Parking officers charge parking fees that are not in accordance with regulations to the people. Besides that, there are illegal parking officers. They do not wear official vests and do not give parking tickets. Therefore, many people complain to the local government about parking on the roadside in Madiun city.

Based on observations, the government of Madiun City has installed parking tariff boards in the parking lot. The tariff boards inform Regional Regulation of Madiun City no. 22 of 2017 on parking retribution on Roadside, article 8 reads: (1) Parking of trailer trucks, trailer large buses, and other similar vehicles are IDR 8,000, (2) Parking of trucks, medium buses, small buses, and other similar vehicles is IDR 4,000, (3) Parking of sedans, pick-ups, and other similar vehicles is IDR 2,000, (4) Parking for three-wheeled motorbikes is IDR 1,500, (5) Parking for two-wheeled motorbikes is IDR 1,000 and bicycle parking is IDR 500.

The government of Madiun City also socialized with the public through social media. The governments' efforts to regulate parking rates according to regulations have yielded good results. Based on observations, there was no illegal parking and the parking officers wore a vest as the identity of the official officers. However, it did not take long as officers made the same mistakes that caused people to complain again. Until now, it is not known what made the officers do this.

Besides that, there is illegal parking on the roadside due to the high demand for public parking. It causes traffic management problems which until now are still looking for solutions to problem. The increase in traffic and vehicle volume has an impact on increasing demand for parking spaces in certain areas [8], such as downtown areas or areas that have dense activities.

The high intensity of activity in the downtown area has an influence on the density of vehicular traffic in the surrounding area [9]. Many visitors use vehicles with various interests, so they need a parking space in it, especially parking on the roadside (on-street

parking) [10]. Thus, the more people who leave their houses and park their vehicles, the faster the parking spaces will fill up and there will be lots of illegal parking.

This also happened in Madiun City. Many people park carelessly so that the government through the relevant agencies gives sanctions to the violators. According to news reported by local media, in order to create regular parking, people who intentionally park carelessly need to be given sanctions, such as tire deflation and tow vehicles. Tire deflation applies to two-wheeled vehicles. As for four-wheeled vehicles, the sanction is locking and towing the vehicles.

Based on the explanation above, the authors choose illegal parking spaces and parking spaces where the officers always charge more expensive parking rates than the local regulation. In fact, the majority of people pay the parking retribution of IR 3,000 for two-wheeled vehicles and IDR 5,000 for four-wheeled vehicles. Furthermore, they did not get the ticket in accordance with Regional Regulation of Madiun City no 22 of 2017 concerning parking retribution on the roadside, article 12 paragraph 1 and 2 which states that the retribution is collected using determination letter of local retribution or other equivalent documents. Other documents that are equated are tickets and coupons.

Therefore, the author would discuss the implementation of parking retribution on the roadside. Case study at point A Madiun City. This study aims to describe and analyse the implementation of the parking retribution policy. Then, it is expected to be an evaluation for the public institutions so that the parking officers are more obedient to the regulation.

2 Method

This study used descriptive research with a qualitative approach. It focuses on policy implementation of parking retribution in Madiun city according to George C. Edward III theory [11], which includes: communication, resources, disposition, and bureaucratic structure.

Based on Fig. 1, the communication aspect in this study discusses communication between relevant public institutions and third parties who are responsible for the parking officer. The resources aspect includes human resources (parking officers), financial

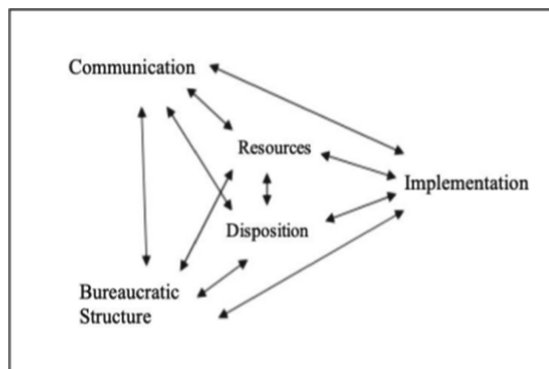


Fig. 1. Policy Implementation Model by Edward III [12]

resources (withdrawn parking fees and income from parking officers), and equipment (officer vest, tickets, etc.). The disposition aspect discusses the commitment and honesty of parking officers in implementing a parking retribution policy. Then, the bureaucratic structure discusses how parking officers charge tariffs to the citizens.

Data is taken from public institutions of Madiun city, consisting of primary data and secondary data. Data is collected by open-ended interviews with apparatus, parking officers, and citizens; documentation; observations in several parking lots to observe illegal parking, the high tariff of parking, and officers not giving tickets. According to Miles and Huberman [13], data was analyzed through 4 activities which are: data collecting, data reduction, data display, and verification/conclusion.

3 Results and Discussion

Based on observations and interviews, the parking management system at Point A in Madiun City is controlled by a third party. Revenue from parking retribution is obtained from citizens to the parking officers. Users get tickets or coupons as proof of vehicle ownership. On the contrary, the fact is that the officers do not give tickets or coupons to citizens as proof of payment.

In addition, citizens pay parking retribution not in accordance with regional regulations of Madiun City. Citizens pay retribution of IDR 2,000 for two-wheeled vehicles. In fact, it is not in accordance with Regional Regulation of Madiun City no 22 of 2017 that the parking retribution for two-wheeled vehicles is IDR 1,000. In short, the officers charge parking retribution tariffs higher than the regulation.

Based on policy implementation of parking retribution on the roadside at Point A in Madiun City, one of the government institutions is a policy maker that aims to curb the violations of Regional Regulation of Madiun City No. 22 of 2017. Later, it was discussed through the policy implementation theory by George C. Edward III. Edward III asserts that the main problem of public administration is the lack of attention to how the policy implementation is made. If the policy implementation is effective, the policy made is said to be successful. In order to ensure that the implementation of the parking retribution policy is effective, this study emphasizes the successful implementation model by George C. Edward III theory, four dimensions are communication, resources, disposition, and bureaucratic structure.

3.1 Communication

Communication in policy plays an important role because it means the process of delivering policy information from the policymakers to the policy implementers [14]. The policy implementers should know the content and objectives of the policy so that the policy implementation does not come out of the desired target [15] and the policy objectives can be achieved as expected. Therefore, communication is related to how the policy that has been made is communicated to the organization or the public, and the attitudes, as well as responses of the parties involved.

Communication in this study refers to communication from public institutions to officers regarding the implementation of the parking retribution policy at Point A in

Madiun City. There are three dimensions that can be used to measure the success of communication variables.

3.1.1 Transmission

According to Edward III, transmission is the first requirement for effective policy implementation. The policy implementers should know exactly what they will do [16]. Policy decisions and orders must be transmitted or forwarded to the implementers. Therefore, before the implementers can implement a policy decision, they must be aware that a decision has been made and an order for its implementation has been issued. Transmission requires that public policies be conveyed not only to policy implementers but also to policy target groups and other parties with direct or indirect interests in the policy [17].

Information transmission of this study is to socialize the policy. Regional Regulation of Madiun City no 22 of 2017 concerning parking retribution on the roadside is an amendment to Regional Regulation of Madiun City no 25 of 2011. When the policy changes, the public institution of Madiun City socializes it to the public (citizens). It was socialized directly at a meeting in every sub-district office by involving Family Welfare Program, the village head, and the urban village head.

The public institution of Madiun City also cooperates with Madiun City Government Radio, Madiun City Radar (local newspaper), and social media. Socialization on the radio has been going on for 3 months after the regulation was issued. Then, socialization in the Madiun Radar Newspaper has been carried out for 1 month after the regulation was issued. The information transmission through social media has also been running for 6 months after the policy was published.

Meanwhile, the direct socialization with the parking officers is carried out by the public institution of Madiun City and a third party (CV) who employs the parking officers through a meeting. They also signed an employment contract at that meeting.

Based on Fig. 2, the public institution of Madiun City set up an information board regarding parking retribution rates at Point A in Madiun City.

In short, the transmission of information about the new regulation carried out by the public institution of Madiun City has been good. The socialization was carried out

NO	JENIS KENDARAAN	RETRIBUSI
1	TRUK, BUS, SEDANG, BUS	Rp. 6.000,-
2	SEDAN, PICK UP, DAN SE	Rp. 2.000,-
3	SEPEDA MOTOR RODA 2	Rp. 1.500,-
4	SEPEDA MOTOR RODA 3	Rp. 1.000,-
5	SEPEDA	Rp. 500,-

Fig. 2. Information board of parking tariff

thoroughly by involving parking officers and community leaders. Socialization activities that involve various media are also effective because they can reach all ages.

3.1.2 Clarity

Clarity of information in a policy must be transmitted clearly to explain the policy following what is desired. Also, it aims to make the information provided clear and easy to understand, thus avoiding misunderstandings by policy implementers [18]. Instructions for implementing policies must not only be accepted by policy implementers but also information about the policy must be clear [19].

In general, officers have clearly understood the contents and objectives of the parking retribution policy. The clarity of the information is in accordance with the Regional Regulation of Madiun City no 22 of 2017 concerning parking retribution on the roadside.

Based on interviews, the officer who was on duty at Point A in Madiun City admitted that he understood the regulation. The people who park their vehicles at Point A in Madiun City also understood this policy. Most people know clearly about parking tariff information. This information has been socialized through social media and information boards. However, based on the observations, there are parking officers who do not implement the policy according to Regional Regulation of Madiun City no 22 of 2017. So, until now there are still many parking officers at Point A Madiun City who seem “naughty” in complying with the regulation, even though the public institution of Madiun City has also often conducted socialization with that officers.

Furthermore, the lack of awareness of parking officers to give the tickets to people who want to park, as well as the lack of public awareness to ask for a ticket from the officer indicate that the resources in this policy are not well supported. People actually ignore if the officers do not give a ticket as proof of parking payment because they do not know that it is the duty of the officers to give the tickets in accordance with Regional Regulation of Madiun City no 22 of 2017, article 12 paragraph 1 and 2.

3.1.3 Consistency

The consistency dimension aims to ensure that the information provided is consistent and does not confuse policy implementers and related parties [18]. If we want the implementation process to be fast and effective, consistent and clear instructions are needed because the government’s inconsistency will encourage policy implementers to take very lax actions in implementing policies.

The result shows that there are still many parking officers at Point A in Madiun City who charge the tariff above the predetermined rate because of demands from the CV that require them to deposit a predetermined amount of money. Then, they get a salary equal to the rest of the money deposited into the CV. There are also many officers who do not give tickets to the people. Even though the people are aware of this, they do not reprimand the officers or choose to remain silent because they do not want to be bothered.

3.2 Resources

Resources are chosen as factors that influence the success of policy implementation because policy implementation requires the support of human resources, budget/financial resources, and facilities or infrastructures [20].

3.2.1 Human Resources

Human resource is one of the challenges in implementing a parking retribution policy. The human resources that are responsible to implement this policy consist of five parking officers at Point A in Madiun City, a third party (CV), and a public institution of Madiun City. The working hours of officers are 09.00 AM to 08.00 PM.

CV as parking management in Madiun City visits the parking area at Point A two times per day, at 02.00 PM and 06.00 PM. The visit aims to collect parking retribution deposits from parking officers.

In order to monitor parking activities at Point A in Madiun City, the institution regulates parking by monitoring. The institution does not have a specific schedule regarding monitoring parking activities at Point A. Monitoring is carried out in stages or alternately with parking areas on other roads. In addition, the institution also monitors when there are complaints from the public.

Management of parking facilities does not only involve the parking officers. CV and the institution also have an important role in managing the park, especially at Point A in Madiun City. Therefore, CV needs to enforce the regulation with the help of public institutions according to Regional Regulation of Madiun City no 22 of 2017 concerning parking retribution on the roadside for the convenience of the user.

3.2.2 Financial Resources

The parking officers at Point A in Madiun City collect a parking tariff of IDR 2,000 for two-wheeled vehicles, and IDR 2,000 to IDR 5,000 for four-wheeled vehicles. The withdrawal of the tariff is not in accordance with the regulations.

Based on the interviews, the parking officer's income is uncertain. The net income of officers per session is approximately IDR 60,000. Then, it is deducted by the nominal that must be deposited to a third party (CV), who is responsible for managing parking in Madiun City. The money deposit is divided into 2 sessions, which are: the morning to afternoon deposit of IDR 60,000, and the afternoon to evening deposit of IDR 39,000. The amount of deposit has been agreed upon by CV, the public institution of Madiun City, and the government of Madiun City.

The officers said that their income was erratic but always exceeded the target so they were not burdened with the amount of deposit. Based on that statement, it shows that the officers do not feel burdened with the nominal deposit. In addition, net income that always exceeds the target shows that the amount of retribution that has been regulated does not cause parking officers to experience difficulties in providing deposits to CV.

3.2.3 Facilities and Infrastructure

Facilities and infrastructures are the resource challenges that must be considered properly by every organization [21] so that the policy implementation is effective.

The parking officers need attributes and equipment to support parking activities. The officers at Point A in Madiun City get a vest as the identity of the official parking officers. The vest is provided by CV. Based on the observations, the officers are orderly using the vest that has been provided.

CV also provides parking tickets. However, based on the observations, the issuance of tickets as proof of parking has not been implemented. The officers do not give the tickets to the user of two-wheeled vehicles.

The use of the vest attribute is very necessary to indicate that the officer is official. So that, the public trust increases to park their vehicles to officers who wear the vest. Even though the officers have worn the vest, the officers also need to give the tickets as a sign of paying the parking retribution. CV and the institution need to enforce the regulation, especially the provision of parking tickets.

3.3 Disposition

According to Edward III, the disposition is part of the implementer's attitude, which means that if the policy is to run effectively, the implementers not only know the policy but also have the ability to implement it [22]. Disposition is also known as the commitment of policy implementers. Every policy requires policy implementers with honesty and high commitment so that the policy can achieve the desired goals [23].

One of the things that can affect the implementation of the parking retribution policy at Point A in Madiun City is the commitment and honest attitude of the parking officers in implementing the policy. The attitude or character of the officer at Point A in Madiun City is not obeying the amount of parking rate and not giving the tickets to the public according to the regulation.

Some people who have parked their vehicles at Point A feel uncomfortable with the withdrawal of parking rate made by the officers because it is not in accordance with the regulation. The people admit that the parking rate exceeds the regulation for two-wheeled vehicles of IDR 2,000, even though people should only give IDR 1,000. This is because the officers always ask for more, which is IDR 2,000 for two-wheeled vehicles.

The citizens have submitted various complaints through Instagram of Madiun City Government and Instagram of the institution. Thus, the institution and the CV also follow up on the officers who are found to be guilty by giving the advice to obey the rules. However, these efforts do not have a deterrent effect on the officers.

3.4 Bureaucratic Structure

In this indicator, there are two things that must be in the policy implementation. First, there are Standard Operating Procedures (SOP) that allow for clarity about what to do and what not to do or avoid when implementing policies [24]. In this study, SOP in implementing this policy is how the withdrawals made by the parking officers to the people who park their vehicles at Point A in Madiun City. The officers have not

implemented the withdrawals of parking retribution according to the regulation. Based on observations, the officers charge IDR 2,000 for two-wheeled vehicles and IDR 5,000 for four-wheeled vehicles.

The second is fragmentation. It means that to implement a policy, there must be efforts to delegate responsibility for public servant activities according to the institution, field, and ability [24]. Interview data shows that the delegation of responsibility for the implementation of the parking retribution policy in Madiun City so far only refers to the Regional Regulation of Madiun City no 22 of 2017 concerning parking retribution on the roadside. The institution delegates responsibility for the implementation to the CV which manages parking in Madiun City. Therefore, if there are the officers deviate from the policy implementation, the institution cannot immediately reprimand and give sanctions to the officers.

4 Conclusion

The implementation of the retribution parking policy at Point A in Madiun City has not run optimally even though various efforts have been made to achieve the policy objectives. Based on the discussion, the transmission and clarity of information about this policy have been good. However, there is inconsistency in charge of the parking rates.

The resources in this study are not optimal. The institution does not yet have a specific schedule to monitor Point A in Madiun City, but the monitoring is carried out alternately with other parking areas. The institution also monitors when they are complaints from the citizens. The officers have not carried out their duties in an orderly manner, such as charging a parking tariff that is more expensive than the regulation. That is because they have to deposit some money into their CV and the rest of the deposit is their salary. CV does not provide a ticket that is used as a sign of paying the parking retribution and proof of motorcycle ownership.

The party that is not highly committed to implementing the policy regulation is parking officers. The officers do not implement Standard Operating Procedures such as charging more expensive parking rates. However, the institution cannot immediately reprimand and give sanctions to the officers, the institution only advises them.

Therefore, the institution should improve the supervision of officers as policy implementers at Point A in Madiun City and conduct an evaluation of the performance of all parking officers. Also, the institution should socialize and impose strict sanctions on parking officers who violate regulation. Besides that, CV should improve parking facilities, especially the provision of tickets for users of two-wheeled vehicles at Point A in Madiun City.

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