



Implementation of Parking Police to Increase PAD in Gresik Regency (Study on the Management of E-Parking Machines in Gresik City Market)

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Abstract. Parking problems such as illegal levies and unavailable parking areas that result in congestion are still one of the government's tasks in finding the right solution to end this problem. Therefore, the Gresik Regency Government issued regional regulations and implemented e-parking machines, one of which was at the Gresik City Market, with the aim of avoiding parking leaks. However, the implementation of the policy has not been able to overcome the parking problem in Gresik City Market. This study aims to analyze the implementation of parking policies in an effort to increase local revenue (PAD) in Gresik Regency. The research method used is a qualitative method with a descriptive approach, the policy is tested using George Edward III's policy implementation theory using four variables, namely, communication, resources, disposition and bureaucrat appointment. The focus of this research is parking management in Gresik City Market through E-Parkir machine. Data was collected through observation, interviews, and previous studies. The results of this study illustrate that the implementation of parking policies through the management of E-Parking machines in the Gresik City Market has not yet met the transmission indicators in the form of evenly distributed socialization, clarity regarding the procedures for using E-Parking machines, the authority of parking attendants, facilities in the form of guidelines for procedures for using e- parking machines. Based on the research findings, the researcher suggests that the Gresik Regency Transportation Agency should conduct comprehensive socialization in the form of direct or indirect and collaborate with the local Satpol PP and Police Sector (Polsek) to eliminate thuggery in depositing retribution.

Keywords: Policy Implementation; George Edward III; Parking Policy; Local Revenue.

1.1 Introduction

Public policy is very important for a country. The content of public policy itself is a decision on public affairs made by an institution to solve a problem. Through public policy, the government has the authority and power to regulate people's lives and impose all predetermined decisions (Mustari, 2015). The issuance of a policy can cause pros and cons in the community. Public policy can also cause new problems when a policy is implemented not on target. Therefore, in the formation of public policy, the government must understand the focus of public policy objectives and who the targets of public policy are.

Public policy issues that are often heard are parking. Parking is one of the public services provided by the government because all activities of the majority of people using vehicles require vacant land to place their vehicles (Rustanto, 2023). Parking is the provision of a place to stop vehicles in an area and within a certain period of time (Nawawi, Sherly Novita Sari, 2015). People, especially in urban areas, need this facility considering that parking is still a problem in large cities. One of the parking problems in urban areas is in the market. Market areas that are often crowded with visitors but lack adequate parking space cause problems for the smooth flow of traffic. The parking problems that occur in urban areas are evidence of how important parking control is. Such control includes both on-street parking and off-street parking. Both have the same goal of keeping traffic flowing so as to avoid congestion, pollution, and suppress noise. Parking controls are not only beneficial to vehicle owners, they can also improve environmental standards and the quality of movement of pedestrians and cyclists.

Parking problems are being faced by Indonesian people in all corners of the country, both in big cities, medium cities, to small cities, especially in cities that have heavy traffic levels. Reporting from otoklick.com that the problem of indiscriminate parking is rampant, many vehicle users use the road shoulder as a parking lot. Indonesia has clearly regulated this in Government Regulation (PP) Number 34 of 2006 article 38 states that "Everyone is prohibited from using road benefit space which can result in disruption of road functions." This of course causes disruption to traffic flow, especially on roads that have one direction. In overcoming this, the local government should provide an adequate place as an alternative to reduce traffic congestion. Parking problems not only occur around traffic, but also occur in several other public places, such as markets, parks, and other places. The increase in vehicles owned by the community causes a high demand for parking spaces. According to BPS, there are 16,413,348 private cars and 120,042,298 motorcycles in Indonesia. The demand for parking becomes more, while the capacity of parking spaces is not in accordance with the demand for parking. This can be proven through daily news on kompas.com that "vehicle owners who do not get a parking space, desperately park their vehicles on the road. As a result, it is difficult for other vehicles to pass."

East Java Province is a province that is inseparable from parking problems. In 2022, the Indonesian National Police (Polri) noted, that A total of 24.27 million or

15.91% of motorized vehicles are located in East Java which makes the province the first in the number of vehicles. The high number of vehicles also affects the available parking space. The previous research was conducted in Madiun. Based on this research, parking problems occur because illegal parking on the roadside causes congestion due to dense urban activities (Noviyanti et al, 2023). In addition, in Babat Market, Lamongan, there is a misuse of parking lots caused by market traders who sell their merchandise to cover the parking lot and the accumulation of garbage that seizes the parking lot so that it becomes minimal (Agustapraja & Muzakin, 2021). Parking Problems in East Java do not occur in the cities above, but also in Gresik Regency.

Gresik Regency is one of the regencies located on the coast of East Java. Gresik itself is known as a trade center city because the location of the area in Gresik Regency is strategic enough to be the location of a special economic area. The trade centers in Gresik Regency are the Gresik New Market on Jl. Gubernur Suryo Tlogopojok Satu and the Gresik City Market on Jl. Samanhudi Kemuteran. Both of these locations are visited by many people of Gresik district in conducting trading activities. Based on initial observations and interviews, it is known that there are approximately 5 e-parking machines in the Gresik City Market.



Figure 1.1
(E-Parking Machine in Gresik City Market)

In Figure 1.1 is the result of researcher documentation during observation by proving that there is an E-Parking machine around the Gresik City Market. The use of the machine is by inputting the vehicle's police number for visitors to the Gresik City Market. In addition, Gresik City Market is one of the markets that has a special e-parking machine for parking since 2019. As in the Gresik City Market, it is one of the markets that has problems related to parking such as limited parking space, misuse of land around the market and supervision of parking management. So that it also affects Regional Budget Revenue (PAD).

Gresik City Market is a traditional market in which there are various kinds of clothing traders, accessories, household appliances, food, and drinks. As time goes by, Gresik City Market is highlighted regarding the traffic conditions around it that still look chaotic. This has been proven through the results of observations made by

researchers that, the chaos of these traffic conditions is caused by several activities of illegal traders who sell not in accordance with the stalls that have been provided, so they fill the shoulder of the Gresik City Market highway.



Figure 1.2
(Illegal Traders on Gresik City Market Sidewalks)

Figure 1.2 is the result of researcher documentation during observation, proving that there are several illegal traders on the sidewalks of Gresik City Market whose activities interfere with pedestrian traffic, requiring pedestrians to access the highway. This action ultimately disrupts traffic for two-wheeled and four-wheeled vehicles.

In addition to the illegal traders who sell on the sidewalk, there are also many people who use two-wheeled and four-wheeled vehicles that pass around the Gresik City Market by going against the flow of market traffic and parking in inappropriate places. So that this results in the parking lot around the market being minimal. According to a news journal from radargresik.id stated that the congestion that occurred in the Gresik city market area found many two-wheeled riders who went against the flow of traffic around the market, causing a long traffic jam. Responding to this, the Head of the Gresik Regency Transportation Agency (Dishub) said that "every morning Dishub officers have been deployed in maintaining traffic flow on Jl. Samanhudi and around the Gresik City Market". In addition, he also appealed to all road users around the Gresik City Market to obey the traffic signs that already exist around Jl. Samanhudi.

There are also other problems such as parking areas. Ineffectiveness in parking management occurs, including because there are actors who carry out illegal levies outside the responsibility of the local government and the Gresik Regency Transportation Office. The parking problem was then followed up by the Gresik Regency Government with the issuance of Gresik Regency Regional Regulation Number 3 of 2020 concerning the Implementation of Parking Retribution in Article 54 paragraph 1 that the implementation of parking lots in the road space is prohibited, one of which is at a pedestrian crossing or a designated bicycle crossing. Administrative Sanctions are regulated in Article 55 for everyone who

violates the provisions of Article 54. Administrative sanctions are in the form of warnings, cessation of activities, and administrative fines. In addition to administrative sanctions, there are sanctions in the form of actions for violators of Article 53, namely locking motor tires and moving motor vehicles.

The condition of parking payments in the Gresik city market before implementing the e-parking policy was said to be inadequate because there were still many illegal levy activities carried out by parking attendants (jukir). So that parking payments are still made manually by parking users by making payments directly or in cash and later the parking attendant (Jukir) will give the parking ticket. However, over time there are many forms of fraud committed by parking attendants (Jukir) such as, parking users are not given tickets but are still charged for parking fees.



Figure 1.3

(Transportation Department Takes Over Gresik Market Parking Area)

Source: <https://images.app.goo.gl/j793zFEixoWJGyw39>

Figure 1.3 explains that the Gresik Regency Transportation Agency took decisive action in acquiring the management of the parking area in the Gresik City Market after arrears of deposits of Rp. 235 million. From this, it has an impact on the management of parking levies from the Gresik Regency Transportation Agency (Dishub), it is said that parking leaks in the Gresik area still occur frequently, as a result the realization of parking revenue is still far from the target. Although revenue from vehicle parking levies does not change anything. Today, many districts and cities are experiencing the same problem, and provide such great potential. However, the achievement target that goes into local revenue (PAD) is small or not comparable. This can be proven by the following table comparing the revenue from vehicle parking levy in Gresik Regency in 2022 and 2023:

Table 1.1 Comparison of Gresik Regency Regional Retribution in 2022 and 2023

Regional Retribution Revenue of Gresik Regency			
2022		2023	
Budget	Realization	Budget	Realization

174,84 M	90,87 M	255,88 M	37,32 M
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Source: Ministry of Finance (Posture of Gresik Regency APBD 2022 and 2023)

Based on the table above, there was an increase in the budget for regional retribution revenue in Gresik Regency from 174.84 billion to 255.88 billion. However, the revenue realization decreased from 90.87 billion to 37.32 billion. With a realization difference of 53.55 billion, this proves that there is less revenue from regional retribution. The e-parking policy in Gresik City Market is implemented not only because it utilizes the advancement of digital technology, but this policy is implemented because it is one of the ways that can support development and transparency of information that has been regulated in the application into the work program in the Regional Budget Revenue (PAD) sector. This policy is also one form of E-Government implementation, namely Electronic Service or E-Service. E-Service is a form of service to the community by utilizing technology (Ramadhanti, R., & Lestari, Y. (2023). Through these policies, it should be accompanied by the following with full and complete knowledge and awareness from all levels of society, both from the government and the community. From the implementation of E-Parking in the Gresik City Market, Gresik Regent Regulation Number 93 of 2021 was made which contains implementing regulations for Gresik Regency Regional Regulation number 3 of 2020 concerning parking operations and retribution. On January 1, 2022 the Gresik Regency government through the Transportation Agency (Dishub) implemented electronic-based parking (E-Parking). In Regional Regulation Number 33 of 2020 Chapter 4 Article 34 Paragraph, Paragraph (1) explains about the tariff amount of TJU parking service retribution and TKP retribution based on criteria such as the type of vehicle, location, and duration of time when parking. while in paragraph (3) explains about the review and evaluation for a maximum of every 3 years by taking into account the price index and economic development. The implementation of this system can have an effect that is felt by the people of Gresik Regency. Of course, in implementing a policy there are problems that will occur.

Along with the running of the policy, it resulted in many problems, one of which was the unevenness of socialization, according to the news journal from klikjatim.com that, the Gresik Regency Government conducted socialization only along the Gresik Kota Baru (GKB) road. While other problems are the lack of understanding and public awareness of digital payments, as well as the lack of discipline of parking attendants. In this E-parking policy, researchers analyzed based on George Edward III's theory from Widodo (2010: 96) in which there are four factors that influence the success of policy implementation, namely communication, resources, disposition, and bureaucratic structure from this theory developing a top down perspective policy implementation model. With this problem, the researcher raised the title "Implementation of Parking Policies through E-Parking Machines to Increase PAD in Gresik Regency (Study on the Management of E-Parking Machines in Gresik City Market)" which aims to

describe the implementation of parking policies on e-parking machines in Gresik City Market.

1.2 Literature Review

1.2.1 Public Policy

Public policy is a series of activities that aim to be implemented by a group of people related to the problems that occur (Anderson, 2017: 17). Public Policy can be seen as a series of decisions made by the bureaucracy as an activity whose impact can be predicted (Nuryanti, 2015. *Understanding Public Policy*). Public Policy is developed and determined by bureaucratic officials with the aim of being able to classify between public policy and policies made by the private sector. A public policy has a strong relationship between the bureaucracy as a policy maker and the people who implement the policy. A public policy should not contradict the social norms that grow in society. Public policy must implement a social approach to obtain a collection of data that is processed into information so that it can formulate and solve problems that occur.

1.2.2 Policy Implementation

Policy implementation refers to the actions taken by government officials, individually or in groups, to implement policies.

Set. The policy implementation process is very important because without good implementation, decisions made by the government will not be successfully implemented. Policy implementation involves efforts to process inputs so as to produce the desired output. Factors that influence the success of policy implementation include the characteristics of the implementing organization, inter-organizational communication related to implementation activities, attitudes of implementers, resources, and community response.

In practice, policy implementation involves several steps, such as complying with laws and regulations, implementing policies on their own or through other organizations, providing a safe space for target groups to initiate policies, drafting concrete policies, and making corrections to laws and regulations. Policy implementation also involves considering the importance of time management and teamwork, as well as the need for community support and participation to ensure goals can be achieved. Thus, policy implementation plays an important role in the public policy process which requires coordination, communication, and cooperation from various parties who have an interest in achieving the desired goals.

1.2.3 Parking

Parking is a situation where a vehicle is placed and not moving for a while (Sholikhin, 2017). Parking management is very important to manage the volume of vehicles and position them properly so as not to interfere with areas outside parking such as sidewalks and roads. According to Abubakar (2011) parking management by collecting parking fees is an effective and useful way to control the number of parked vehicles. In addition, with

parking fees, the government can utilize the funds as one of the local revenues.

1.2.4 Process of Regional Original Revenue (PAD)

In Law No. 23 of 2014 concerning Regional Government, it states that Regional Original Revenue is revenue derived from levies in accordance with statutory regulations. Regional Original Revenue is the collection of tax receiving units containing the results of regionally owned public companies, non-tax revenue posts, regional levies, and legitimate regional original income. In PAD there are regional levies which include general service levies.

1.3 Method

This research uses a qualitative research method with a descriptive approach. The descriptive approach aims to develop descriptions, definitions, and structured images. Researchers use qualitative methods because these methods require a focus on observation, researchers want to explore comprehensive social situations and conditions. The descriptive approach in this article was chosen because the researcher intends to describe the implementation of the e-parking policy that occurs in Gresik City Market thoroughly, transparently, and in depth. Researchers took the location at the Gresik City Market which is located on Jl. Samanhudi, Kemuteran, Gresik Regency. The focus of this research is the existence of an E-Parking machine policy that has an impact on regional budget revenue (PAD) related to the theory of George Edward III and in this theory has 4 success factors including communication factors, resources, disposition and bureaucratic structure.

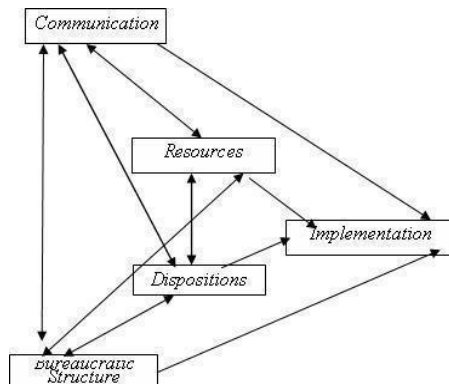


Figure 2.1

George Edward III's Theory of Policy Implementation

Based on this theory, first, the communication factor in this factor focuses on 3 things, namely consistency, clarity and transmission carried out to the Gresik Regency Transportation Agency with the Parking Juru and the people of Gresik

Regency. Second, namely the resource factor where there are 4 things in it, namely staff, information, authority, and facilities, this factor focuses on the Parking Juru, as well as the provision of parking facilities in the Gresik City Market, besides that it also focuses on the guidelines for how to use E-Parking. The third is the disposition factor in which there is one thing about the appointment of bureaucrats and this factor focuses on policy implementors who are willing to accept and implement policies without coercion. There are three forms of implementor attitudes or responses to policies, namely, implementer awareness, instructions or directions for implementers to respond towards acceptance or rejection, and the intensity of the response. The policy implementors in question here are the Transportation Agency, Parking Attendants and market visitors. The fourth is the Bureaucratic Structure Factor, in which there are 2 things about Standard Operating Procedures (SOP) and fragmentation which focuses on how the SOP is implemented and the distribution of responsibilities both from the Gresik Regency Transportation Agency and from the parking attendants in the field.

In addition, there are two data taken in this study, namely primary data and secondary data. Primary data is data obtained from individual sources that directly provide data to research. Researchers collect this data directly from the object of research. (Sugiyono, 2018: 456). Primary data is taken from interviews with market visitors, parking attendants, and the Gresik Regency Transportation Office. Then the researcher also made observations about how parking attendants and the public utilize the e-parking machine at the Gresik City Market and its surroundings. Researchers took some documentation at Gresik City Market which researchers will then use as supporting data in this study. The results of the documentation that researchers took were parking activities, the form of e-parking machines, Regional Regulations on Parking Implementation and Retribution, and illegal traders.

The data analysis technique applied in this study according to Miles & Huberman (in Hardani et al., 2020) has four important stages. The first stage is data collection, researchers search for data in the field which aims to answer the problems in the study. The second stage is data reduction, researchers will carry out the data selection process and focus on simplification. The second stage is data presentation, researchers will group data so that it can be easier to understand. The third stage is conclusion drawing, at this stage the research results will be summarized in such a way as to facilitate understanding of the final results of the research quickly.

1.4 Result and Discussion

Based on Regional Regulation Number 3 of 2020 which contains the Implementation and Retribution of Parking, with a policy objective to facilitate the provision of parking services to the public by using e-parking machines that will have an impact on Regional Original Revenue. In an effort to support the success of this policy so that it is well implemented, there is a role for the Transportation Agency as the implementer in the field. As for the labor assistance from the appointment of parking attendants consisting of parking attendants and parking attendant coordinators.

Parking retribution is an effort to condition the parking lot that has been provided and adjusted by existing laws and regulations in order to provide the best services and services for the people of Gresik Regency. The best services and services can certainly facilitate and minimize the occurrence of obstacles in the implementation by various parties to be able to implement the policies that have been made. However, in reality, these obstacles arise, among others, due to the lack of participation of the people of Gresik Regency and the lack of discipline of the parking attendants in carrying out the policy which the researchers will then describe in accordance with George Edward III's theory which is in accordance with the interviews and findings conducted by researchers, the use of E- Parking machines at the Gresik City Market has not been maximized because it has not fulfilled the four indicators of George Edward III's Policy Implementation Theory.

1.4.1. Communication

In his book, *Implementing Public Policy*, George Edward III (1980) says that policies will run effectively if they are delivered to the right personnel who know what to do. So to make this happen, communication regarding policy information must be accurate to avoid misinformation. Good policy implementation must be followed by good direction. If this is not done, there will be a failure in policy implementation caused by implementers who do not know exactly what they should apply in the policy. Apart from this, policy implementers will also have a minimal view of the policy and inversely proportional to the views described by policy makers.

In this variable, communication plays an important role in policy implementation. Without communication, the policy will not work as expected. Communication is closely related to how the parking policy is made and communicated to the community. Communication about the policy to be implemented can be in the form of activities that bring together the government directly with policy implementers. An example of such activity is direct socialization. As for other forms of communication that can be applied through social media that have been uploaded on the @dishub.kabgresik Instagram account on January 4, 2022 in the link

https://www.instagram.com/p/CYSi763hhVh/?utm_source=ig_web_copy_link and youtube channel. youtube channel "Harian Surya" at link <https://youtu.be/Pd7Iy6s6igI?si=qH82pqtWPudaP-5h> dated December 28, 2021. In communication there are three sub-indicators, namely:

a. Transmission

According to Edward III (1980), the implementation of information distribution regarding e-parking implementation policies should be carried out in a short stage. Information distribution is disseminated directly from policy makers. to policy implementers. This is to prevent information inaccuracies when the policy is received by policy implementers, because the more stages of channeling policy communication, the less likely the information provided is accurate with the original information made.



Figure 3.1
Instagram post of Gresik District Transportation Agency regarding parking retribution payment through QRIS.



Figure 3.2
Socialization Activities in Sidokumpul Village and Distribution of Brochures on parking retribution payments through QRIS by the Gresik Regency Transportation Office.

The results of the study state that the e-parking machine policy has distributed information correctly in accordance with Edward's theory. III. The Transportation Agency has carried out information distribution with a short stage, namely from the Transportation Agency directly to the Community. The distribution of information about the e-parking machine policy is carried out through socialization and through social media. Based

on the results of interviews and observations of researchers to Pak Aditra as the Head of the Governance and Infrastructure Division of the Gresik Regency Transportation Agency related to direct socialization conducted by the Gresik Regency Transportation Agency. He said that, "Socialization related to the procedures for using e-parking machines was carried out prior to the implementation of the policy, so that it is hoped that when the e-parking policy is implemented it can run effectively and consistently". Socialization was carried out by *FGD (Forum Group Discussion)* which was attended by community leaders, legislative councils, and the people of Gresik Regency in November 2021. However, not all people of Gresik Regency are aware of these activities, so there are still many people who experience incomprehension regarding the use of e-parking machines due to uneven socialization so that the socialization does not cover all elements of Gresik Regency society.

The Gresik Regency Government in collaboration with the Gresik Regency Transportation Agency through the @dishub.kabgresik Instagram account listed in Figure 3.1 urges the public to modernize through non-cash payments on parking levies. The post also includes brief guidelines on how to make non- cash payments through QRIS and which non-cash payment platforms support the parking levy process. Figure 3.2 is a direct socialization activity from the Gresik Regency Transportation Agency through the brochure "Pay Parking Retribution through QRIS" which was distributed directly to the community during *Car Free Day* activities in Sidokumpul Village.

In Gresik Regent Regulation Number 14 of 2023 article 4 concerning Procedures for Applying Administrative Sanctions which refers to Gresik Regency Regional Regulation Number 3 of 2020 concerning Parking Implementation and Retribution states that, complaints and reports on the e-parking machine policy can be submitted through SP4N Lapor (National Public Service Complaint Management System) managed by Kominfo Gresik. After the community makes a report, the report will be forwarded by Kominfo to the OPD who will submit the report to the agencies in accordance with the problems reported by the community. However, this complaint service is not installed directly along the Gresik City Market parking area. This was later clarified from an interview with the Head of Governance and Infrastructure of the Gresik Regency Transportation Agency. "If we stick it (complaint service banner) there (Gresik City Market Area) there is no. But it has been listed on my ig. But it has been listed on my ig, dishub ig, website, all of which are centralized in Kominfo..."

Based on the interview excerpt, the complaint service has indeed been provided by Kominfo, but this complaint service should also be disseminated, especially at the Gresik City Market so that the public can immediately find out where the public should make a complaint report if there is a violation in parking at the Gresik City Market.

b. Clarity

According to Edward III in the implementation of policy implementation, the delivery of information on the socialization of the use of e-parking machines in Gresik City Market can be received clearly so that it can be understood. So that the technical procedures for implementing the policy implementation can be communicated properly and unambiguously because to minimize the occurrence of misunderstandings that occur between the community and the Gresik Regency Transportation Office. The e-parking machine is used when market visitors enter the parking area, then visitors enter the appropriate vehicle license plate, then visitors scan the bar code as payment and receive proof of transaction. However, not all users of the e-parking machine can understand and understand how to use it. Some of them occur because there is no socialization related to the procedures for using the e- parking machine and there are users who are stuttering technology and do not have an account or balance in the application so that it affects the implementation of policies that have been made.

c. Consistency

Consistency according to Edward III (1980) is an instruction from policy makers given in implementation that must be consistent and clear to determine. So that consistency in this communication does not occur changing orders that can cause confusion, especially to visitors to the Gresik City Market regarding payments using the E-Parking machine. The variety of policy objectives will also affect consistency in communication. The E-Parking machine policy at the Gresik City Market has two objectives, namely as an income from Gresik Regency PAD and overcoming the problem of illegal parking attendants who hold illegal fees. According to the results of interviews conducted by researchers, the socialization carried out by the Transportation Agency was only carried out during the *Forum Group Discussion* which involved representatives of the Gresik Regency community. The E-Parking Machine at Gresik City Market is a new program of the Gresik Regency Government which aims to improve the PAD of Gresik Regency. A new program that is not consistently socialized will not provide policy effectiveness and the running of the program.

In Edward III's theory on communication variables, transmission indicators are carried out directly by means of socialization in the form of *FGDs* (*Forum Group Discussions*) with the community and public figures and indirect socialization through social media carried out by the Transportation Agency on the Instagram account @dishub.kabgresik. However, the socialization did not run optimally because there was uneven socialization, both directly because not all people were present and involved in the FGD and indirectly through social media because not all people had an account to access it. Then on the clarity indicator, the Gresik Regency Transportation Agency only conducts socialization related to how to make non-cash payments using qris, but does not socialize the

procedures for using the e-parking machine. So that there are some users of the machine who still have difficulty using it. This can occur because users who do not master technology due to the lack of socialization carried out so that it affects the implementation of this e-parking machine policy and has an impact on Regional Original Revenue. Furthermore, in the consistency indicator, communication is only carried out once in the *Forum Group Discussion* activity, this is an influence on the level of public understanding regarding e-parking machines.

1.4.2. Resources

Policy information that is well conveyed, accurate, clear, and consistent will make the policy run effectively. But it will produce much different results if the resources are insufficient. Some policies have been hampered and even stopped due to lack of resource supply. This kind of policy dependence on resources proves that this variable is important in public policy implementation (Edward, 1980). The resource variable consists of several indicators, namely:

a. Staff

Staff are human resources that will support policy implementation. To realize effective policy implementation, recruitment and selection must be carried out so that sufficient staff are obtained, adequate and experts in their fields. The staff in the implementation of parking policies through the E-Parking machine at the Gresik City Market consists of parking attendants and the Gresik Regency Transportation Office. Based on direct observation and reported by *Radar Gresik* news, parking attendants at Gresik City Market are still not competent because there are several frauds committed. Of course this is not in accordance with George Edward III's theory where this resource is insufficient in the aspect of competence possessed by parking attendants. This made the Gresik Regency Transportation Agency intervene because conditions in the field showed that parking attendants did not provide tickets to the public.

In addition, there are unscrupulous thugs in the field who ask for some money from the parking levy to the parking coordinator at the Gresik City Market, then the parking coordinator has the task of depositing the parking levy money directly to the transportation department from this, the parking coordinator always reports that the parking levy revenue is reduced because of the levy given to the thugs. This person in the field cannot be eliminated because later there will be threats of demonstrations from related groups such as thugs and mass organizations. However, the Gresik Regency Transportation Office has not yet found a solution.

b. Information

Information in policy implementation has two forms, First is information related to policy implementation, implementors must understand what should be done when the order comes down. And from the research results, it states that the information provided is related to

the rules and regulations of the government such as sanctions for parking attendants who violate the established rules, this is in accordance with the theory of Edward III. Information regarding sanctions given if parking attendants violate predetermined rules such as illegal levies, the sanctions given are first a warning if the warning sanction is ignored then the sanction of revoking the permit will be carried out by the Gresik Regency Transportation Office. The legal basis for these sanctions is regulated in Gresik Regency Regional Regulation Number 3 of 2020 concerning the implementation and retribution of parking Article 55 paragraphs 2 and 3 as follows:

2) Administrative sanctions as referred to in paragraph (1) may be in the form of:

- a. verbal reprimand;
- b. written warning;
- c. termination of activities;
- d. temporary suspension of public services
- e. revocation of business license; and/or
- f. administrative fine of at least Rp.100,000.00 (one hundred thousand rupiah) and at most Rp.1,500,000.00 (one million five hundred thousand rupiah).

(3) In addition to the administrative sanctions as referred to in paragraph (2), violations of the provisions of Article 53 may take the form of actions:

- a. motor vehicle tire locking;
- b. motor vehicle transfer; 31
- c. reduction of motor vehicle wheel winds; and/or
- d. removal of motor vehicle tires.

Administrative sanctions provided by the Gresik Regency Transportation Agency have stages to be applied. Parking attendants who violate parking operations will receive sanctions in the form of verbal warnings first. If the violation is still committed, the Gresik Regency Transportation Agency will issue a written warning by letter. Sanctions The sanctions given also depend on the case or type of violation committed. Based on the results of interviews with the Head of the Governance and Infrastructure Division of the Gresik Regency Transportation Agency, parking attendants will be subject to severe sanctions, in the form of being dismissed from their positions as parking attendants if they commit serious violations and when conditions are urgent. From the example of a case that occurred in January 2023, related to parking attendants making deposit arrears. It started when the parking attendant was not responsible for the monthly retribution deposit that had to be reported to the Gresik Regency Transportation Agency. so that the Transportation Agency intervened by taking a firm stance to follow up on this issue. The firm stance taken by the Head of the Gresik Regency Transportation Infrastructure Management Division, Arditra Risdiansah by conducting joint operations to secure parking management in the Gresik city market in the meantime until the

problem is resolved. From the firm stance taken by the Head of the Gresik Regency Transportation Infrastructure Management Division in accordance with the Gresik Regency Regional Regulation Number 3 of 2020 concerning Parking Implementation and Retribution Article 55 paragraph 2 with the temporary suspension of activities. The Gresik Regency Transportation Agency decided to take over the parking lot of the Gresik city market to settle the arrears of parking retribution for approximately 6 months. For further information regarding parking rates determined by the Transportation Office according to the type of vehicle, namely two-wheeled parking is subject to a tariff of Rp. 2,000, four-wheeled parking is subject to a tariff of Rp. 3,000, and six-wheeled parking is subject to a tariff of Rp. 10,000 while parking access is opened every day with time restrictions that adjust at certain points in the Gresik City Market parking area.



Figure 3.3
(Information board regarding parking schedule
and rates at Gresik City Market) Source:
Researcher documentation

During the interview, the researcher asked "If I may know, is there a time limit for the start and end of parking tariff collection in the Gresik city market for each day?". The Head of Governance and Infrastructure of the Gresik Regency Transportation Agency replied, "It depends, because it is seen from the points. Each parking point has its own coordinator, its own parking attendant, where it is located, and the time of its parking from what time to what time." Therefore, in determining the duration of parking tariff collection at Pasar Kota Gresik, it is returned to the coordinators at each parking point.

c. Authority

In general, the authority has a main task and function (Tupoksi) which is carried out by each individual, one of which is the Dinas officer. Transportation which has a main function to carry out the responsibilities given, namely in accordance with Article 27 paragraph (1) letter a has the task of preparing materials for formulating, coordinating, implementing, coaching and facilitating, monitoring,

evaluating and reporting policies in the field of parking management on the edge of public roads and special parking, issuing permits for the implementation and construction of parking facilities. Parking attendants have the authority to assist in the sustainability of the use of e-parking machines in the Gresik City market, such as the existence of several visitors who have not been able to use the e-parking machine or visitors who do not have a balance to pay the parking fee charged. In connection with these problems, parking attendants can provide assistance by offering balances that have previously been provided by the Gresik Regency Transportation Office to help e-parking machine users who have difficulty paying parking rates via QRIS. Then, the user can give the parking fee in cash to the parking attendant.

In addition, parking attendants also have the authority to provide tickets as valid evidence and collect parking fees based on applicable regulations. But in reality this contradicts what happens in the field. There are several parking attendants who commit fraud against the collection of parking fees. According to the results of the researcher's interview with the informant (Waluyo, 52), there are several parking attendants who do not provide tickets but still charge payment. With this incident, there are two articles that have been violated, namely, Article 12 paragraph 3 where the parking attendant is obliged to provide parking tickets, official and valid receipts or receipts to parking service users and Article 53 paragraph 3 which requires parking service users to ask for parking tickets when using parking services. Then according to another informant (Sulastri, 48th) said that she received a ticket but was charged an inappropriate tariff, Mrs. Sulastri drove a car where the tariff should have been Rp3,000 to Rp5,000.

d. Facilities

Policy makers have a sufficient number of staff, understand their main duties, and have the authority to carry out their duties, but without supporting facilities, it will not produce results that are different from policies carried out by incompetent staff. The facilities available at the Gresik City Market include the provision of vests and identification cards to parking attendants and the existence of 5 e-parking machines. In the e-parking machine at the Gresik City Market, there are several shortcomings such as the system of entering the vehicle number because it takes longer and not everyone memorizes the vehicle number, even though the vehicle number has been recorded on a cellphone or personal paper, it is still less effective. Then there is no procedure for using e-parking on the machine, this is to anticipate new users who are still unfamiliar with the e-parking machine.

Thus it can be concluded that in the implementation of the e-parking policy at Gresik City Market in Edward III theory, the resource variable of the staff indicator has not been fulfilled because there are thugs who ask for money from parking fees to the parking coordinator, resulting in leakage of parking fees and affecting Gresik Regency's Original Revenue. In the authority indicator there is still fraud that The parking

attendants do not provide parking tickets but still collect retribution and collect tariffs not in accordance with applicable regulations. In the information indicator, sanctions for parking attendants and the public who commit violations have been regulated in Regional Regulation Number 3 of 2020 concerning Parking Implementation and Retribution. From these indicators, it can be concluded that physical facilities are an important factor in policy implementation. Even though the implementor has sufficient staff and has authority, without supporting facilities, the policy will not succeed. At Gresik City Market, the facilities provided by the Transportation Agency for parking attendants are the provision of vests and identification cards to parking attendants, and there are 5 e-parking machines. The provision of vests as uniforms and identification cards has been implemented in accordance with article 12 paragraph 3 of Regulation Number 3 of 2020. However, the e-parking machine has several shortcomings in its system which are not in accordance with article 20 paragraph 1 concerning Parking Equipment which reads "In each parking lot, parking equipment must be installed."

1.4.3. Disposition

Disposition is the attitude of policy implementers towards a particular policy. Disposition has consequences for policy implementation, because if the attitude or perspective of the implementer is different from the policy maker, the policy implementation process will become much more complicated. Important things that need to be observed in the disposition variable, according to George C. Edward III (in Agustino), are:

a. Appointment of Bureaucrats;

The disposition or attitude of parking attendants will hinder policy implementation if the existing personnel do not implement the policies desired by high-ranking officials. Therefore, policy implementers must be selected and appointed from people who are dedicated to the policies that have been determined. In this personnel appointment process, it lies in the recruitment process for Gresik City Market parking attendants. According to the results of the interview with the Head of the Governance and Infrastructure Division of the Gresik Regency Transportation Agency, there are two recruitment processes carried out to hire a parking attendant, namely, direct vacancies from the Gresik Regency Transportation Agency and self-submission from the community to become a parking attendant. The recruitment of parking attendants from the Transportation Agency also has special requirements with the provision of a cooperation agreement containing the rights and obligations of parking attendants. Then the next stage is the issuance of a work order from the Transportation Agency. With this, recruitment is not done carelessly to appoint someone as a parking attendant.

b. Incentives;

Edward said that one way to solve the problem of implementers' tendencies is to manipulate incentives. By adding certain benefits or

costs, it may be a motivating factor that makes policy implementers carry out orders properly. From the results of the researcher's interview with the Gresik Regency Transportation Agency, if the parking attendant deposits the income earned, the incentives that will be given by the Gresik Regency Transportation Agency to the parking attendant are in the form of employment BPJS, a salary with 40% return of parking retribution, and instructions from the Regent of Gresik for parking attendants who have children who have a child. Those who are still in school will be given scholarships. This is also in accordance with Regional Regulation No. 3 of 2020 concerning the Implementation of Parking Levies in Article 50 paragraph 2 which provides guidance to the organizing body of parking lots in the region in the form of incentives. The disposition variable in Edward III's theory applied in the implementation of the e-parking policy at the Gresik City Market has been fulfilled because the opening of parking attendant job vacancies is opened directly from the Gresik Regency Transportation Office and self-submission from the community. Then the incentives given to parking attendants are running well, such as providing Employment BPJS, providing an honorarium of 40% of the parking retribution, and providing scholarships to the children of parking attendants.

1.4.4. Bureaucratic Structure

The success of public policy implementation is the bureaucratic structure. Policies that are bureaucratic structures are not conducive to the implementation of a policy, so this will cause ineffectiveness and hinder the implementation of the policy.

a. Standar Operating Procedures (SOP)

Standard Operating Procedures are a series of guidelines that have the aim of monitoring a policy implementation so that it can run well. The implementation of SOPs in the Gresik City Market is carried out by providing parking tickets issued by the Gresik Regency Government as proof that is used only once and collection to users in accordance with the applicable parking rates. The Gresik Regency Transportation Agency made a Regional Regulation on Parking Implementation and Retribution by implementing an e-parking machine at the Gresik City Market to minimize parking retribution leaks caused by cheating parking attendants who do not charge according to applicable regulations and the existence of unscrupulous thugs who attract parking retribution to the parking attendant coordinator which will affect local revenue (PAD).



Figure 3.4
(Information board regarding the obligations of parking attendants in
Gresik City Market) Source: Researcher documentation

In Figure 3.4 there is an information board containing the SOP for parking attendants which is located next to the e-parking machine points in the Gresik city market. And for the system in depositing parking retribution revenues which are The deposit procedure starts from the parking attendant who gives a slip of parking revenue for a day to each coordinator at each parking point. Then the coordinator will recap and provide a deposit slip to the Gresik Regency Transportation Agency.

However, the Head of Infrastructure Management and Transportation of Gresik Regency in an interview said, "From the policy on Parking Implementation and Retribution that has been made, it is still not running well. Seeing that community participation is also still minimal so that users feel difficult because of the flow of parking to pay parking rates. In addition, there are still dishonest parking attendants". In line with the statement of the Head of Infrastructure Management and Transportation of Gresik Regency, it can be explained that the bureaucratic structure can also be seen from the compliance of parking attendants in collecting parking fees at the Gresik City Market. The compliance of the parking levy collection is based on existing regulations or policies. If the parking attendant cannot carry out the implementation of collecting parking fees in the Gresik City Market in accordance with the policies made, then fraud occurs. Therefore, the bureaucratic structure of the existing SOP is very influential on the success of the implementation of the policies that have been set.

b. Fragmentation

Fragmentation is the assignment of responsibility for a policy that is distributed to various organizational units (Edward, 1980). Fragmentation is an important aspect of successful policy implementation to avoid overlapping tasks. The more actors or institutions involved in the policy, the more dependent their decisions will be, which makes the success of policy implementation less likely.

Actors involved in this policy include the Parking Juru, Coordinator, and Transportation Agency. Each of the actors has been given the responsibility of managing parking in Gresik City Market. These three actors are important components to support policy implementation. The parking attendant here acts as a direct policy implementer in the process of organizing parking. Parking attendants here are responsible for assisting visitors to the Gresik City Market in parking vehicles, assisting visitors in using the e-parking machine, and collecting parking fees in cash if market visitors cannot make non-cash payments. The Transportation Agency as a regulation to oversee the implementation of the e-parking machine policy in Gresik City Market.

In accordance with Edward III's theory, in the bureaucratic structure variable, there is an SOP carried out by providing parking tickets issued by the Gresik Regency Government as evidence that is used only once and collecting it from users in accordance with the applicable parking tariff. As well as depositing parking retribution revenues obtained by the Gresik City Market during the course of each day can be deposited once a month, no later than the 25th. However, the Head of Infrastructure Governance and Transportation of Gresik Regency stated that the implementation and parking retribution that has been made, it is still not going well because there is still a mismatch in the retribution money received by the Transportation Agency with the parking retribution. The remaining tickets were left with the parking attendant. This is due to the presence of thugs who demand parking fees.

1.5 Conclusion

From the results of the discussion that has been analyzed by researchers, the following conclusions and suggestions can be drawn:

1.5.1 Summary

The Gresik City Market e-Parking Policy has not been implemented properly based on the theory of policy implementation put forward by George Edward III. Although there are several variables that are fulfilled, these variables are still lacking to support policy implementation. Some variables are also still not fulfilled properly. The variables that have not been fulfilled and the reasons can be described as follows:

a. Communication

In this variable, there are three indicators, namely transmission, clarity, and consistency. In the transmission indicator, it has been fulfilled because there is socialization carried out by the Gresik Regency Transportation Agency to the people of Gresik Regency, but there is uneven socialization because there are people who still have difficulties in using the e-parking machine at the Gresik City Market. In the clarity indicator, information related to parking retribution

payments is quite clear, but information on how to use the e-parking machine is not clear because there is no special socialization carried out by the Gresik Regency Transportation Agency. Then on the consistency indicator, it has not been fulfilled because the socialization was only carried out once, namely in a *forum group discussion* activity.

b. Resources

Based on the results of the discussion, the resource variable has four indicators, namely staff, information, authority and facilities. The staff indicator has not been fulfilled because the parking attendant is still not said to be competent due to fraud that occurs such as not giving parking tickets to visitors to the Gresik City Market. Then the information indicator has been fulfilled, as evidenced by the availability of information regarding parking rates according to the type of vehicle, parking schedule, and basic policy regulations, and sanctions imposed on policy violators. Then the authority indicator is still not fulfilled. In this indicator, the authority of the Gresik Regency Transportation Agency has clear tupoksi in accordance with Article 27 and is well implemented as evidenced by the recruitment of parking attendants and supervision. Likewise, the authority of parking attendants already exists, but this authority is still not well implemented by parking attendants. Furthermore, the facility indicators are quite fulfilling. There are several facilities, namely vests, parking attendant identification cards, and 5 e- parking machines. However, there are still facilities that have not been fulfilled, namely guidelines for the use of e-parking machines. The use of e-parking machines is also still ineffective because the system must enter one by one the vehicle numbers of visitors who will park.

c. Deposition

In this variable, there are other indicators, namely the appointment of bureaucrats and incentives. In this personnel appointment process, it lies in the recruitment process for Gresik City Market parking attendants. According to the results of an interview with the Head of the Governance and Infrastructure Division of the Gresik Regency Transportation Agency stated that there were two recruitment processes carried out to hire a parking attendant. Meanwhile, in the incentive indicator in the implementation of parking policies in the Gresik City Market, parking attendants deposit the income earned to the parking attendant coordinator, then the compensation that will be given by the Gresik Regency Transportation Office to parking attendants is in the form of employment BPJS, a salary of 40% of the return on parking fees, and scholarships for parking attendants' children.

d. Bureaucratic Structure

In this variable, there are two indicators, namely SOP and Fragmentation. The parking SOP is carried out by the parking coordinator to ensure that parking revenue goes well. However, there are still unscrupulous thugs who take rations from parking fees. Meanwhile, the fragmentation indicator has been fulfilled as evidenced by the parking attendants and the coordinator carrying out the tasks assigned by the Gresik Regency Transportation Office properly.

1.5.2 Advice

Based on the problems that exist in the results of the discussion and conclusions above so, suggestions that can be recommended by researchers. the following are:

1. Based on the problems in the communication variable, namely the unevenness of direct and indirect socialization, the researcher suggests that the Gresik Regency Transportation Agency conduct periodic and varied socialization. Periodic and varied socialization that can be done both directly and indirectly. Direct socialization that can be done such as holding seminars in stages in various areas that are felt by the local community who visit the Gresik city market the most. In addition, the Transportation Agency cooperates with several villages in Gresik Regency to ensure that the people there can understand how to use the e-parking machine. Then, for indirect socialization such as making video tutorials on the use of e-parking machines in Gresik City Market which can later be uploaded on social media owned by the Gresik Regency Transportation Agency such as on YouTube, Instagram Reels, TikTok, and Broadcast on Television screens located in the office area of the Gresik Regency Transportation Agency.
2. Based on the problems in the staff indicator resource variable, namely the existence of unscrupulous thugs who collect illegal parking levies on parking attendants, the researchers suggest that the Gresik Regency Transportation Agency should collaborate with security forces such as the Police Sector (polsek) or satpol pp.
3. Based on the problems in the communication variable transmission indicator, namely the absence of complaint service information installed in the Gresik City Market, the researcher suggests that the Gresik Regency Transportation Agency should provide a forum for criticism and suggestions for the community regarding fraud in the market. Parking that can be accessed online if there are fraudulent parking attendants.
4. Based on the problems in the Disposition variable of the Bureaucrat Appointment indicator, namely the recruitment of parking attendants who invite anyone who is ready to become a parking attendant without any selection to determine the competence of parking attendants and their motivation to work, the researchers suggest that the Transportation Agency can carry out a rigorous selection so as to produce expert and competent parking attendants.

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