Asian Journal of Social and Humanities
https://ajosh.org/

Policy Implementation of Parking Implementation In Pekanbaru City, Riau Province

Yuliarso, Ahmad Averus, Muh. Ilham, Dahyar Daraba
Institut Pemerintahan Dalam Negeri (IPDN), Indonesia
E-mail: yuliarsoero@gmail.com

*Correspondence: yuliarsoero@gmail.com

KEYWORDS	ABSTRACT
policy implementation, implementation of parking, city of pekanbaru	The aim of this research is to analyze the implementation of parking management policies in Pekanbaru City, the obstacles faced in implementing parking management policies in Pekanbaru City and the ideal and effective policy implementation model for parking management in Pekanbaru City. This research uses the policy implementation theory proposed by Smith which consists of idealized policy, target groups, implementing organization and environmental factors. The research method used is a qualitative approach with descriptive research type. The data analysis technique used is data reduction and drawing conclusions. The results of the research show that the implementation of local government policies in organizing parking in Pekanbaru City has gone well, this can be seen from: idealized policy, proper parking management in Pekanbaru City is able to support the existing transportation system, target groups, very closely related to taking decisions that involve many people, especially the community. implementing organizing, this difference in capacity and competency is one of the aspects that makes the implementation of this policy not optimal. Environmental factors, the obstacle for the Pekanbaru City Parking UPT is the lack of qualified human resources. Barriers to implementing parking policies in Pekanbaru City: commitment to service quality, quality of human resources for government officials and parking attendants, well-developed public communication.

Introduction

The growth of vehicles as a means of transportation is quite significant, but not comparable to the growth of existing roads in Pekanbaru City. Transportation is one of the needs of the community to support the movement of movement from one place to another. In its daily activities, transportation mobility in Pekanbaru is still dominated by problems, one of which is related to parking (Arimbi et al., 2024). The following is a recapitulation of the development of the number of vehicles in Pekanbaru City:

Yuliarso, Ahmad Averus, Muh. Ilham, Dahyar Daraba

Table 1 Recapitulation of the Number of Motor Vehicles in Pekanbaru City Year 2017-2019

No.	Vehicle Type	Tahun		
		2017 (Unit)	2018 (Unit)	2019 (Unit)
1.	Passenger Cars	127.773	139.621	150.035
2.	Bus	1.876	2.018	2.201
3.	Truck	52.107	56.146	59.139
4.	Motorbike	486.141	552.952	559.461
	Jumlah	667.897	750.737	770.836

Source: BPS Pekanbaru City, 2020

The number of vehicles in Pekanbaru City has increased significantly every year, and the most types of motorized vehicles in Pekanbaru City are motorcycles compared to other vehicles. With the increase in the number of vehicles in Pekanbaru City that occurs every year, it will have a positive impact on the parking levy in Pekanbaru City, because with this increase, more vehicles will park and will have an impact on the realization income of the parking levy target. With the increase in the number of vehicles in Pekanbaru City, it is expected to be able to achieve the target of the parking levy (Fitriana & Hertati, 2021).

Parking is one of those activities where a person stops to walk or, leaves his vehicle for some time. Parking in Pekanbaru City in its daily activities is managed by the Parking Technical Implementation Unit to reduce the level of congestion that exists. In Pekanbaru itself, parking is managed conventionally, such as parking the road body on the side of the road (Noviyanti et al., 2023).

Roadside parking is a parking activity carried out on the side of the road that does not prohibit vehicles from stopping. Parking is usually done by parallel parking or oblique parking which is stated by road signs and markings which are usually done for business purposes on the roadside such as pharmacies, shops, offices or other activities (Burchell et al., 2019). Here are the parking spots on the public roadside of Pekanbaru City:
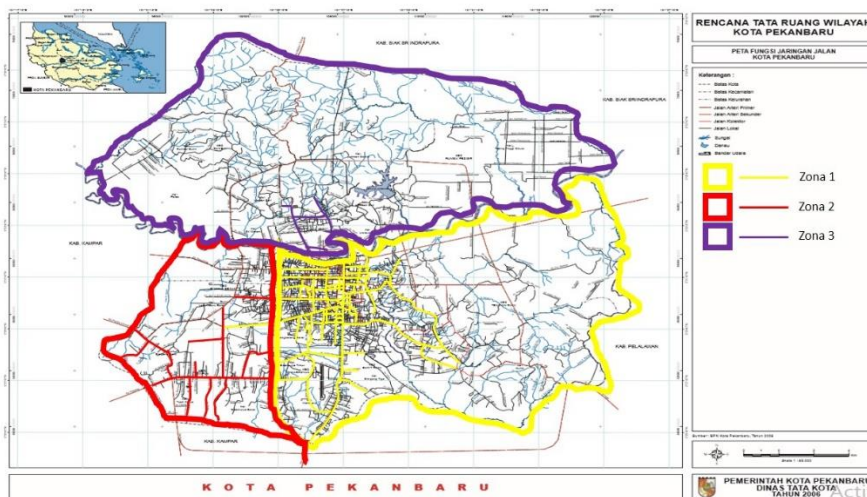

Figure 1 Parking Location Point on the Public Roadside of Pekanbaru City
Source: Pekanbaru City Transportation Office, 2021

Parking location points on the edge of official public roads in Pekanbaru City. In the table on each road section there are locations of official parking points such as on Jalan Sudirman which is the center of Pekanbaru City there are several official parking

locations in front of BTPN bank, BNI Syariah, Bank Bukopin and other places that can be seen in the table. However, there are still unofficial parking locations / illegal parking managed by irresponsible parties (illegal parking attendants) for their own benefit which causes leakage of revenue from parking levies in Pekanbaru City (Agustin & Arza, 2021).

The fight for parking space is certainly familiar to hear because it has often happened in Pekanbaru City. Usually phenomena like this occur due to conflicts of views, high egoism, group fanatics, the absence of an open nature and the most influential lack of communication channels among the community so that they cannot cooperate in working as a parking attendant. The fight for parking space is very interesting where when you hear the word fight means identical physical contact or fight, but the competition to grab the parking lot is not until there is a fight or mutual attack between them fellow parking attendant professions. Parking attendants in this area prioritize meeting directly for deliberation so that it can produce cooperation by dividing working hours (Wang et al., 2020).

The management of parking lots on the edge of public roads as a place provided for public parking which in its planning is determined by the Department of Transportation as a public facility for parking in its implementation can be coordinated by a person / agency as a coordinator who has entered into a work contract (cooperation) with the Pekanbaru City Transportation Office. Based on data from the management of UPTD Parking of the Pekanbaru City Transportation Office, there are 1,053 parking location points, 123 coordinators, and 1,115 parking attendants. For parking payments, the Pekanbaru City Transportation Office officially launched *the Electronic Data Capture* (EDC) machine as a cashless parking payment instrument where there are 5 parking points on the Sudirman road (Yan et al., 2019). The benefits of cashless parking payments are that PAD revenue from parking service rates is more measurable and reduces indications of PAD leakage from the parking sector. Because this cashless payment uses an *Electronic Data Capture* (EDC) machine that records all transactions. However, for now parking services through the cashless system are still not running optimally because it is not easy to change habits from payments that are usually made in cash to non-cash. As for the parking attendant, they are not used to holding payment machines because they are used to holding money directly from motorists (Ellis et al., 1972).

Currently parking is one of the sources of regional retribution. We can see, parking is certainly applied in some trade activities to regional tourism activities. Parking is one of the contributions that can maximize Regional Original Revenue (PAD). Like there is a point that becomes a parking potential that can increase parking levies and trigger an increase in the PAD of an area (Dunn, 2018). Parking is a land used by the community to park vehicles on the road so that it is neatly arranged, with parking attendants provided by the Department of Transportation to maintain and regulate congestion that disrupts the flow of vehicles and optimize Regional Original Revenue (PAD). Here are the targets and realization of PAD from parking in Pekanbaru City:

Table 2 Parking Levy Receipts in Pekanbaru City in 2018-2021

No	Years	Target (Rp)	Realization (Rp)
1.	2018	15,273,100,000	9,229,878,000
2.	2019	11,905,673,842	8,477,971,000
3.	2020	11,210,672,516	3,204,057,000
4.	2021	13,000,000,000	3,169,451,395

Source: Pekanbaru City Transportation Office, 2021

The target and realization of the parking levy on the public roadside of Pekanbaru City can be seen the results of the target achievement in 2018 the realization of the public roadside parking levy of Rp. 9,229,878,000 but has not met the target set at Rp. 15,273,100,000, then in 2019 the realization obtained is Rp. 8,477,971,000 from the target of Rp. 11,905,673,842. In 2020 the target of parking levy realization is smaller than in 2019, namely Rp. 11,210,672,516, but the realization obtained has not yet met the target, where the realization obtained is only Rp. 3,204,057,000, while in 2021 the realization obtained is Rp. 3,169,451,395 and has not met the target of Rp. 15,273,100,000. This shows that the receipt of the public roadside parking levy above in the last 5 years has been revenue from the public roadside parking levy has decreased and the target of the Pekanbaru City public roadside parking levy has not been realized annually (Fabianto & Berhitu, 2014).

Research Methods

Simangunsong explained that the research design is divided into two senses, namely in a narrow sense and in a broad sense. Research design in a narrow sense is interpreted as a process of collecting and analyzing research, while in a broad sense it is all a series of research activities which include the process of planning and implementing the research. According to Effendy that research etymologically comes from the word "research" (re: return, search: search), meaning systematic investigation and study of materials, sources of theories and phenomena that aim to build facts and reach a conclusion. To achieve this goal in this study, the author uses a qualitative research approach with Phenomenological methods (Simangunsong, 2016)

This research uses a qualitative approach with a focus on the problem of Parking Implementation Policy in Pekanbaru City, Riau Province, a qualitative approach was chosen because the researcher wanted to explore the understanding of all parties related to individual national insights. According to Effendy, qualitative research is research that explains and analyzes human behavior individually and in groups, principles or beliefs, understandings or thoughts, and perceptions or assumptions (Efendi, 2010). Effendy constructed the purpose of qualitative research is to develop a theory from the results of comparison with other similar theories, which researchers consider best subjectively and objectively.

Sugiyono that qualitative research methods can be interpreted as research methods based on the philosophy of postpositivism / enterpretivism, used to examine natural object conditions, (as opposed to experiments) where researchers are the key instrument, data collection techniques are trianggulated (combined), data analysis is inductive / qualitative, and qualitative research results emphasize meaning rather than generalization (Sugiyono, 2021).

Given that this research uses a qualitative approach, the research instrument is the researcher himself. Researchers as a key instrument conduct interviews, examine documents and make observations on matters related to the Implementation of Parking Implementation Policy in Pekanbaru City, Riau Province (Creswell & Creswell, 2017)

Results and Discussions

Implementation of Local Government Policies in the Implementation of Parking in Pekanbaru City

Idealized Policy

The implementation of the on-street *parking policy managed by a third party is a* mechanism for implementing policies taken and determined by the Regional Government as an operational procedure where parking services have the task and purpose of regulating traffic in the transportation services and have had procedures and stages in its implementation, and the implementation of parking management managed by third parties is a policy that Where has a direct relationship with the community which essentially has a causal relationship in its implementation. Parking policy is one of the government's programs, as one of the effective solutions to the existing parking management system, with the aim and purpose of improving services to parking service users (the community) and providing convenience and benefits for the community, such as the ease of payment mechanism for parking rates and parking fees that are much cheaper and more efficient. Parking policies managed by third parties are a form of local government policy in an effort to achieve several objectives related to smooth road traffic and efforts to increase Regional Original Revenue (PAD). Parking policies managed by third parties cannot be separated from regional authorities in managing regional finances, regional order, city spatial planning and in general is an effort by the local government in prospering its citizens.

Target Groups

Policy is evidence of political promises delivered during the regional head election process, these political promises need to be actualized through a concrete policy in the form of a program. The thing that is very related to the community is the service of various forms of licensing needed by the community to carry out something is a concrete form of government presence to control and control community activities so as not to cause further social or political problems.

The basis for the regulations made, must describe the needs of the location or area that is the working area of the local government, based on the information mentioned above, differences can be found from the quality of policies underlying the implementation of parking implementation policies in Pekanbaru City. In the process of implementing parking policies, policy makers are urged to make many choices about certain allocations to *public resources* and various other things that affect a decision. The fact that there are so many bureaucratic behaviors that have a mindset that prioritizes procedures in exercising control compared to the function of the essence of the service itself is still an old inherited mindset that always associates service with the power approach. This is in contrast to Grindle's view that policy implementation will be closely related to decision making that involves many people.

Implementating Organization

Organizing is done well enough, it's just that the problems at hand are solved by improvisation that doesn't solve them. This is evidenced by:
1. SOPs need to be strengthened and clarified and adjusted to their implementation.
2. Human Resources still need significant improvement.
3. Tupoksi already exists but has not yet reached the hierarchy below it

Policymakers have strategies, resources, and positions in order to determine the level of success of policies in policy implementation. If there are political forces that both have interests, based on these interests, the government issues policies as operational guidelines in providing services needed by the community. In fact, the licensing service

policy, most of whose implementation has been returned to the authority of the central government, causes problems in its implementation.

Environmental Factor's

Human Resources

The weakness of human resources is also seen in the quality of human resources. To see the quality of UPT Parking human resources, one of them can be seen from the level of education. Based on UPT Parking personnel data in 2022, most of the UPT employees. Parking with the last education of Senior High School (SMA) is 59%, S1 is 15%, Elementary School (SD) is 13%, Junior High School (SMP) is 8%, D3 is 4%, and the rest is S2 is 1%.

a. Parking Levy Collection

The low income received by the parking attendant affects his level of welfare. Until now, parking attendants as field workers have not received significant compensation. The portrait of inadequate welfare can be seen from what Parking Attendant II said, "The obstacle is yes, lack of income, not enough to eat, especially for others". Every day the average parking attendant can pocket an income of Rp 200,000.00 to Rp 300,000.00 and bring home the money around Rp 75,000.00 to Rp 100,000.00 after deducting the deposit to the korlap. In a month the parking attendant a day gets a salary in the range of Rp 50,000.00 to Rp 75,000.00, as expressed by Parking Attendant III "Well small, but with the current system it is better than the previous system. That day I only got Rp 50,000.00 to Rp 75,000.00." Thus, in a month Dedi pocketed Rp 1,500,000.00 to Rp 2,500,000. Meanwhile, Parking Attendant IV who in a day can bring home money of Rp 80,000 to Rp 120,000 so that in a month his income reaches a range of Rp 2,400,000.00 to Rp 3,600,000.

b. Application of Technology

The use of technology in parking levy collection services has not been implemented optimally, where there are only a few points that use cashless payments. This can be seen from the conventional payment method (payment method in general), namely the mandatory direct payment of the levy to the levy officer to then be deposited to the treasurer of the official recipient and finally deposited into the regional treasury. In contrast to several other forms of services, such as the payment of Land and Building Tax, the bill can be accessed on the website and can be paid directly to the regional treasury or to designated banks.

Obstacles to the Implementation of Parking Management Policy in Pekanbaru City Commitment

Service commitment is also closely related to the parking service model, because public policy will always be followed up with a policy implementation process, otherwise the implementation process will depend on the policy content, for that type of service and service procedures become an important part of the policy content that must be regulated as a unit, different things are conveyed by the Head of UPT. Pekanbaru City Parking stated that: "The process of formulating parking policies both from the aspect of procedures and types of policies most of which are regulated are still general, not specific, it will cause multiple interpretations, even though a service process requires certainty and clarity related to the types and procedures".

Human Resource Capabilities

The quality of human resources of the Transportation Office and the community in Pekanbaru City is still largely unaware of the implementation process of parking implementation policies, thus affecting the overall participation of the service process.

The limitations of human resources as described greatly affect the synchronization of the communication process and build socialization content in accordance with community expectations, other human resource limitations are found in employees who interact with service recipients, that the service process should have standards of behavior and communication with service recipients.

Communication and Socialization

Public service communication is not only carried out intensively during the campaign period, but must be carried out all the time along with the public service activities themselves. Well-built public service communication must have various dimensions, not only the ability of communicators to convey public service messages, but more than that is how all elements or factors in public service communication can be best utilized. Not just a slogan, but it is indeed a reality that must be realized in real life. So that the presence of communication in public services is not just mere rhetoric or "imagery".(Ndraha, 2013)

Ideal and Effective Policy Implementation Model in Parking Implementation in Pekanbaru City

Policy implementation is, in principle, the only way to realize the objectives of public policies made in accordance with the context of the policy no less and nothing more. In policy implementation, there are two choices of steps that can be used as options, namely: directly implementing in the form of programs or through the formulation of *derivative* policies or derivatives of these public policies.

The policy implementation model according to Merilee S. Grindle (1980) is determined by the content of the policy and the context of its implementation. The basic idea is that once the policy is transformed, then the implementation of the policy is carried out. Its success is determined by the degree *of implementability* of the policy. The ability to understand the content and context of the policy requires the special ability mentioned above as *implementability.* The model has a uniqueness that lies in Grindle's explanation of his understanding which must be comprehensive / comprehensive of policy content, especially related to the role of implementors, implementation targets and policy implementation situations that may occur between implementation actors, as well as conditions that may occur or are needed in implementing policies.

Policy model development consists of various concepts, but the development of the Parking Policy Implementation Model is based on the concept of the Smith Model. The Implementation Model of Parking Implementation Policy in Pekanbaru City is based on the results of field research construction, which is described as follows:
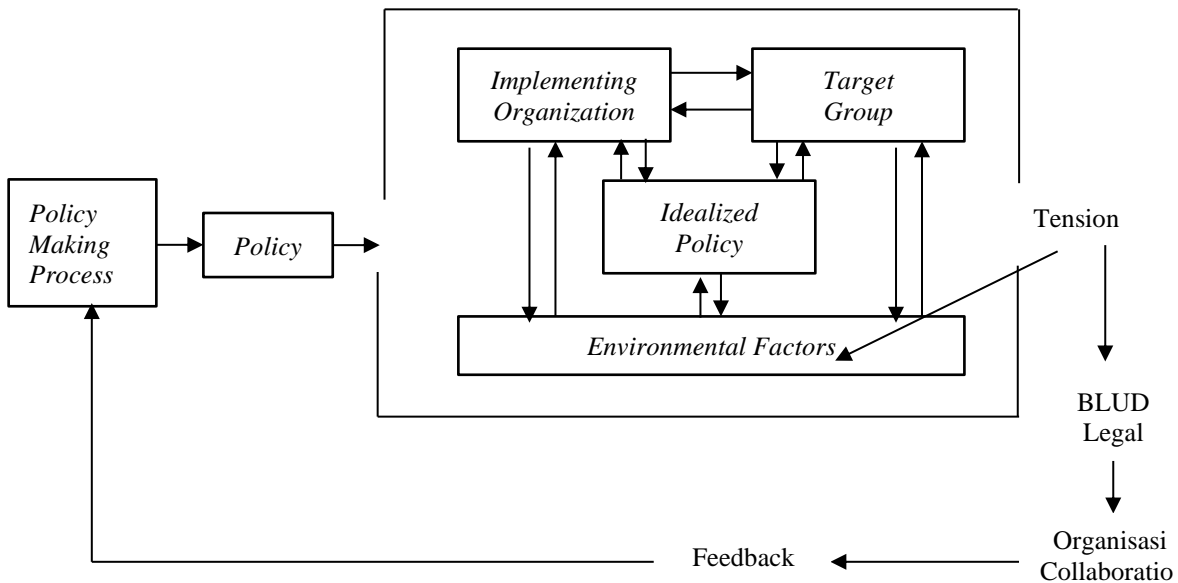
Figure 2
Implementation Model of "BLOK" Parking Implementation Policy
Source: Processed Research Results, 2023

BLUD UPT Parking Pekanbaru City Transportation Office has the task of carrying out some of the duties of the Head of the Transportation Office in the scope of parking. In carrying out its duties, the Parking UPT BLUD at the Transportation Office has the following functions: preparation of operational plans and technical implementation of parking management improvement and development, operational implementation of parking management and arrangement, implementation of UPT BLUD administration and implementation of supervision, control, evaluation and reporting of parking management activities. In addition, with the principle of BLUD has flexibility where BLUD UPT Parking has additional functions in the framework of financial management where it is given the right to profit from parking management even with the principle of not for profit institutions which means BLUD UPT Parking is allowed to find other sources of funding other than the APBD but not in order to pursue profits like other business organizations (*profit oriented*).

BLUD UPT Parking is a technical implementer that runs public services for the people of Pekanbaru City through the provision of parking facilities on the road body (*on-street parking*). Parking services on the road body in Pekanbaru City are divided into 3 (three) areas, namely: central; buffers and edges with different rates of each type of vehicle and parking area. Parking services on the road body are carried out by BLUD UPT Parking by coordinating official parking attendants and implementing a parking payment system through automatic parking machines at several road locations in Pekanbaru City.

To organize the government, the regions have the right to impose levies on the community in accordance with applicable laws. The enactment of Law No. 28 of 2009 concerning Regional Taxes and Regional Levies which took effect from January 1, 2010, this Law regulates the collection of taxes and levies by Regional Governments in their regions. With the authority they have, the regional government tries to explore regional economic resources that can be used as regional income. One of them is the revenue from the Parking Levy.

Conclusion

The implementation of local government policies in the implementation of parking in Pekanbaru City has been going well, this can be seen from: a) Idealized policy, proper parking management in Pekanbaru City is able to support the existing transportation system in Pekanbaru City, where most of the locations designated as roadside parking lots in Pekanbaru City are adjacent to shopping centers, Offices, shops, supermarkets and other activities that are an attraction / revival of economic activities in Pekanbaru City make the existence of on-street parking very much needed by people who bring private vehicles to the place. b) Target groups, the implementation of parking policies in Pekanbaru City will be very closely related to decision making that involves many people, especially the community. c) Implementing organizing, This difference in capacity and competence is one aspect that makes the implementation of this policy not optimal, another aspect that affects the compliance and responsiveness of implementers is the lack of rewards for implementers who have performed their duties beyond what is expected by the organization or outstanding implementers such as providing income improvement benefits adjusted to the workload of the employees implementor. d) Environmental factor's, the obstacle of UPT Parking Pekanbaru City is the lack of qualified human resources. UPT Parking employees consist of organic and non-organic / PHL employees. In 2023, there will be 1,089 non-organic employees spread across 1,582 on-street parking points in Pekanbaru City.

Factors hindering the implementation of parking policies in Pekanbaru City: Service quality commitment is implemented in the form shown through the provision of service facilities that provide comfort for service recipients, but this is not optimal. The quality of human resources of government apparatus and parking attendants as well as the community in Pekanbaru City are still largely unaware of the process of implementing parking implementation policies, thus affecting the overall participatory service process. Well-built public communication must have various dimensions, not only the ability of communicators to convey public service messages, but more than that is how all elements or factors in public service communication can be best utilized.

The Parking Policy Implementation Model "BLOK" is a construction of research results consisting of four elements, namely: BLUD (financial management pattern), Legal (BLUD implementing regulations), Organization (UPT Parking Pekanbaru City) and Collaboration (cooperation between Local Government, Legislature and Private Sector). The implementation of the "BLOK" model policy requires four basic prerequisites, namely: regional authority, regional institutions, state finance, and the effectiveness of coordination, guidance and supervision.

Yuliarso, Ahmad Averus, Muh. Ilham, Dahyar Daraba

References

Agustin, H., & Arza, F. I. (2021). Key Success Factors Implementation of Parking Meter System in Padang to Optimize Parking Levy Revenue. *Sixth Padang International Conference On Economics Education, Economics, Business and Management, Accounting and Entrepreneurship (PICEEBA 2020)*, 66–71.

Arimbi, S., Wasistiono, S., & Ismiyarto, I. (2024). Implementation of the parking levy policy on the side of public roads in Pangkalpinang city. *Jurnal Scientia*, *13*(01), 373–387.

Burchell, J., Ison, S., Enoch, M., & Budd, L. (2019). Implementation of the workplace parking levy as a transport policy instrument. *Journal of Transport Geography*, *80*, 102543.

Creswell, J. W., & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage publications.

Dunn, W. N. (2018). *The experimenting society: Essays in honor of Donald T. Campbell* (Vol 11). Transaction Publishers.

Efendi, K. (2010). Memadukan Metode Kuantitatif & Kualitatif. *Bandung: CV Indra Prahasta, Hlm*, *147*.

Ellis, R. H., Rassam, P. R., & Bennett, J. C. (1972). Development and implementation of a parking allocation model. *Highway Research Record*, *395*, 5–20.

Fabianto, M. D., & Berhitu, P. T. (2014). Konsep Pengelolaan Wilayah Pesisir Secara Terpadu dan Berkelanjutan yang Berbasis Masyarakat. *Jurnal Teknologi*, *11*(2), 2054–2058.

Fitriana, R., & Hertati, D. (2021). Implementation of Zone Parking Policy in Mayjend Sungkono, Surabaya City. *DIA: Jurnal Administrasi Publik*, *19*(2), 294–310.

Ndraha, T. (2013). Teori Budaya Organisasi, Cetakan Kedua. *Jakarta: PT. Rineka Cipta*.

Noviyanti, N., Agustin, C. P., Fitrianingrum, A. P., Lutfianingrum, S., & Setiani, F. S. (2023). Implementation of Parking Retribution Policy in Madiun City. *International Joint Conference on Arts and Humanities 2022 (IJCAH 2022)*, 1245–1256.

Simangunsong, F. (2016). Metodologi Penelitian Pemerintahan. *Bandung: Alfabeta*.

Sugiyono. (2021). *Metode Penelitian Kualitatif. 4th ed*. CV Alfabeta.

Wang, H., Li, R., Wang, X. C., & Shang, P. (2020). Effect of on-street parking pricing policies on parking characteristics: A case study of Nanning. *Transportation Research Part A: Policy and Practice*, *137*, 65–78.

Yan, X., Levine, J., & Marans, R. (2019). The effectiveness of parking policies to reduce parking demand pressure and car use. *Transport Policy*, *73*, 41–50.