

Implementation of the parking levy policy on the side of public roads in Pangkalpinang city

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Article Info	ABSTRACT
<p>Keywords: Pangkalpinang City, Parking, SOAR, Retribution</p>	<p>Based on Pangkalpinang City Regional Regulation Number 5 of 2016 concerning Public Service Levy, there are nine types of public service levy, one of which is parking levy..In terms of implementing public service levies (parking), the Pangkalpinang City government through the Pangkalpinang City Transportation Service is the driving force in implementing every policy that has been made, especially in dealing with levy issues. One of the organizations that also supports parking fees is the Regional Technical Implementation Unit (UPTD) for Transportation Technical Infrastructure Management. However pln reality, the implementation still has many shortcomings or is still not optimal so that the targets that have been set have not yet been achieved. The theory used in this research is the theory of policy implementation from Michael Hill and Peter Hupe (2002). This theory is determined because this theory not only identifies and explains internal factors but also factors from outside the organization. The research method used in this research is qualitative. Data collection techniques in the form of interviews, observations, documentation were carried out on the side of the Pangkalpinang City public road and the Pangkalpinang City Transportation Service Office. This research was analyzed using SOAR which was used as the main strategy for implementing the public roadside parking levy policy in Pangkalpinang City.This research describes the implementation of the parking fee policy, analyzes the inhibiting factors of the parking fee policy, and analyzes the appropriate strategy in implementing the public roadside parking fee policy in Pangkalpinang City. The findings obtained areThe implementation of the parking levy policy on the side of public roads in Pangkalpinang City has been implemented but is not yet effective. This is because some of the factors that support the successful implementation of a policy have not been fulfilled. The inhibiting factors in implementing the parking levy policy on the side of public roads in Pangkalpinang City are the attitudes and behavior of implementers, communication and external environmental factors.</p>
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INTRODUCTION

There are many ways to manage a country to improve the welfare of its people. Some use a centralized system or vice versa use a decentralized system. Indonesia, as the largest archipelagic country in the world, has operated both a centralized and decentralized

system. Currently a decentralized system is used. According to Law Number 23 of 2014 concerning Regional Government, regional autonomy refers to the rights, obligations and authority of regions to regulate and manage their own affairs and the interests of the community in accordance with statutory regulations. The implementation of a decentralized system results in regional autonomy. Decentralization is the handover of government affairs in the Unitary State of the Republic of Indonesia to autonomous regions.

According to Law Number 23 of 2014, Regional Governments have the responsibility to regulate and manage the interests of local communities in implementing the mandate of the 1945 Constitution, with regional autonomy as the right, authority and obligation of regions to manage and regulate their own government affairs in accordance with the provisions of statutory regulations. -invitation, in order to improve public services and empower local governments in managing their own finances. In order to administer government in the regions, improve community services, and implement development, regions need appropriate resource policies that are guided by the parameters of statutory regulations. In relation to regional autonomy, regional autonomy is considered to have the potential to be a driving force for improvement and prosperity.

Regional taxes and regional levies are a significant source of regional income to finance the implementation of regional government, so that in order to improve services to the community and regional independence it is necessary to increase extensification of regional tax objects. This is in accordance with Law Number 28 of 2009 concerning Regional Taxes and Regional Levies which is followed up with Government Regulation Number 10 of 2021 concerning Regional Taxes and Regional Levies. The sustainability of regional government can be guaranteed with one of the regional levies, especially parking levies which is one of the potential sources of Regional Original Income.

One of the large sources of income is public service levies, which have an influence on increasing Regional Original Income and Regional Development. Pangkalpinang is the capital of Bangka Belitung Province, and the region is experiencing rapid development. Public service costs are a high cost. This requires Pangkalpinang City to be able to maximize the potential of public services in Pangkalpinang City. This is because disparities in the implementation and management of public service levies in the parking sector still occur. If the implementation of the parking levy policy on public roads is successful, it will have a significant impact on increasing Regional Original Income (PAD).

In terms of implementing public service levies (parking), the Pangkalpinang City government through the Pangkalpinang City Transportation Service is the driving force in implementing every policy that has been made, especially in dealing with levy issues. One of the organizations that also provides support in relation to parking fees is the Regional Technical Implementation Unit (UPTD) for Transportation Technical Infrastructure Management. The Pangkalpinang City Transportation Service has given an Assignment Letter to a third party as a parking coordinator who has been appointed by the Pangkalpinang City Transportation Service. Next, the parking coordinator appoints a parking attendant who is responsible for collecting parking fees.

The administration of public parking lots as parking lots is regulated by the Transportation Service as a public facility, in its implementation it can be coordinated by a person or body as a coordinator who has entered into a contract with the Pangkalpinang City Transportation Department (association). Usually, vehicles parked on the sidewalk are near the designated area. frequently visited such as shops, schools, supermarkets, restaurants and others. To reduce the concerns of users of parking facilities for the public, a parking service standard is needed that can be utilized by the government to supervise the provision of parking facilities that are privately owned and managed by local governments. Parking levy services are provided by the Pangkalpinang City Transportation Department, apart from providing parking facilities, it also manages and directly supervises conditions in the field which was previously delegated to the parking coordinator or supervisor in collecting parking levies. However, to build a designated parking area as a location, it must meet technical and regulatory requirements.

Roadside parking is the process of parking a vehicle on the side of the road, this activity is not intended to obstruct moving traffic. Parking is usually done parallel or at an angle as indicated by signs or road markings which is usually done for the benefit of businesses on the roadside such as pharmacies, shop, office or other activities. Based on the Decree of the Mayor of Pangkalpinang Number: 268/KEP/DISHUB/IV/2021 concerning Determination of Zones and Public Roadside Parking Points in the Pangkalpinang City Area 2021, there are 134 public roadside parking points. The purpose of establishing parking zones and points is in the context of efforts to smooth traffic and increase Regional Original Income (PAD).

However, unfortunately, public awareness is still limited in using land or places that should not be parking lots, these places become illegal parking lots, this requires more attention from the government. Even so, parking is a significant source of potential income. This can be seen from the results of parking fees levied on the side of public roads in Pangkalpinang, these results are not in accordance with the government's targets every year, the implementation of parking fees is often irregular, this will cause a decrease in income from collecting parking fees.

The idea is that if parking fees are collected correctly, the volume of parking fees collected on public roads in Pangkalpinang City will increase rapidly. In reality, the receipt of parking fees on public roads over the last five years has been inconsistent, as a result the goal of imposing parking fees on public roads in Pangkalpinang City has not been achieved. The realization of levy revenues has decreased significantly due to the impact of the Covid-19 pandemic. The Large-Scale Social Restrictions Policy forces the regional government of Pangkalpinang City to limit several activities. This reduces people's activities to leave the house, resulting in a significant reduction in parking fee revenue. It was recorded that in 2020 the percentage of public parking rates on the street paid by the public was only 43.72%.

METHOD

Data collection technique

Data collection is an important thing in research, because this method is a strategy for obtaining the necessary data. According to Simangunsong (2016: 186), there are two types of data collection techniques in government research and other research, namely, "fields research approach" and "library research approach". What this means is an approach using field research techniques and a library research technique approach. The development of government research that the author carries out is "Fields research approach, research activities are carried out by interviews, observation and documentation

Data Validation Techniques

The validity of the data must first be tested before data clarification can be carried out. Inspection methodology Triangulation is the method used in this research to determine the validity of the data. Sugiyono (2012: 327) states that the triangulation technique is collecting information from sources that have been used previously. When data is collected using triangulation, the researcher is actually testing the validity of the data by collecting it using various sources and collection methods.

Data analysis in this research uses two stages of analysis:

1. Analysis of the first and second problem formulations

Data analysis in this research uses a qualitative approach using thematic analysis. Thematic analysis according to Daly, Kellehear, and Gliksman (Fereday & Muir-Cochrane, 2006) is looking for important themes that emerge which are a description of a phenomenon. Besides that, (Clarke & Braun, 2017) explains that the important themes here can be related to research questions and represent a number of patterns or meanings that exist from a collection of data in the field. By using this thematic analysis, the author focuses on conducting analysis based on the themes that appear in the problem formulation in the research. The most basic analysis strategy in qualitative research is the coding process. Saldaña (2013) states that coding is the initial analytical step to process the data obtained. In detail Saldaña (2013) provides a number of steps in coding, namely:

Source: Saldaña (2013) with modifications

- a. Performing Data Encoding (Coding)

The data that was obtained by the author during the research was given certain codes based on the formulation of the research questions. This will make it easier for the writer to interpret the data. In this stage the author identifies data from observations in the form of field notes and interview results based on certain codes that can help researchers to answer questions in this research, namely related to the implementation of the public roadside parking levy policy in Pangkalpinang City and the obstacles that arise in implementation. public roadside parking levy policy in Pangkalpinang City.

- b. Categorization of Codes into Themes

The second stage carried out by the author was to categorize the codes that appeared in the data according to the themes in the research questions. After the themes that emerge from the data have been obtained, the author then focuses on connecting the categories and theories that emerge so that in the end the author strengthens the existing

theory. This is based on Glaser's opinion (Creswell, 2015) which states that theories are based on data and are not forced into categories.

2. Analysis of the third problem formulation

Analysis of the third problem formulation uses SOAR strategy analysis. The purpose of developing SOAR is to measure the capacity of individuals or organizations to think strategically about the four elements that function in the dynamics of future orientation. The SOAR model changes the SWOT analysis, which is already very well established, in terms of the organization's internal weaknesses and external threats it faces into aspiration factors that the organization has and the measurable results it wants. achieved.

RESULTS AND DISCUSSION

Implementation of the Public Roadside Parking Levy Policy in Pangkalpinang City

Policy implementation can be linked to the results that have been carried out by the government, where the implementation of this policy looks more closely at the parking levy policy on the side of public roads. The implementation process is an administrative process that can be researched at a specific program level. Implementation activities are seen from the policy content and implementation context. Implementation is what is carried out based on decisions made by two parties who play a role, namely the formulator or decision maker and the implementer. There are three perspectives in managing policy implementation, namely: Management of implementing the public roadside parking levy policy in Pangkalpinang City involves three main perspectives. First, in terms of "Managing Policy Processes," the focus is on managing policy processes by technical implementing units so that they comply with applicable regulations. Second, in the aspect of "Managing Inter-Organizational Relations," the importance of cooperation between organizations without a clear hierarchy of responsibilities during policy implementation is emphasized. Third, through "Managing External and Internal Contacts," emphasis is placed on evaluating the impact of managing external and internal relations on policy implementation. This research uses a descriptive approach with narratives supported by data, images and statements from predetermined informants. The focus is on implementing the parking levy policy, which is payment for the use of parking services in accordance with the provisions of the regulations in force in Pangkalpinang City

Managing Policy Processes

Making clear responsibilities can help in the policy implementation process. The management of the policy process in the implementation of the parking levy policy on the side of public roads in Pangkalpinang City is not yet fully running well because the levy rate still exceeds the price specified in the Regional Regulation policy. The policy process management perspective is an important factor in implementation. This perspective determines whether or not the formulation of responsibilities is clear in its implementation. So that the policies that will be implemented can achieve the specified goals. The policy process management perspective is an important factor in implementation.

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specified goals. Management of the policy process is carried out by observing that parking fees are the responsibility of the parties concerned. This is in accordance with the statement of the Head of the Transportation Service, who said that the implementation of parking is the responsibility of the Transportation Service and UPTD for its implementation. The duties and responsibilities of parking operators have also been clearly distributed to parking attendants to implement existing policies. In this case, the policy made by the regional government which has the authority to make policy is the DPRD which is tasked with forming regional regulations together with the regional head, discussing and giving approval to draft regional regulations regarding the regional income and expenditure budget (APBD) proposed by the regional head and carrying out supervision of implementation of regional regulations and APBD.

Based on the results of interviews conducted with research informants, it can be concluded that the parking management system on the side of public roads in Pangkalpinang City is currently controlled by the regional government, in this case the Pangkalpinang City Transportation Service. Parking arrangements on the sides of public roads in Pangkalpinang City are completely carried out by parking attendants without any involvement of third parties. In practice, payment of fees is held by the parking attendant and is paid directly by the user of the parking facility. In accordance with regional regulations, a parking fee token is in the form of a ticket which is handed over to the user of the parking facility with each payment. This responsibility is carried out by the Transportation Service, the Head of the Parking UPTD and the parking attendants concerned with parking conditions on the side of the road. The division of duties and authority is given to each parking attendant on duty.



Figure 1.E-Policy Cycle

The proposed new policy cycle involves continuous evaluation in the formative e-policy cycle, carried out throughout the policy process. The use of technology in Pangkalpinang City's parking policy could involve an information technology-based electronic parking machine system to regulate parking payments. Thus, the effectiveness of parking fees can be followed by appropriate development management, making Pangkalpinang City the opportunity to become a safer, more comfortable and sustainable city in implementing parking management concepts better and more professionally. Based on the results of interviews, it shows that the Transportation Department and UPTD PPTP Pangkalpinang City play a role in formulating parking policies, including planning and organizing parking implementation tasks. The planning process involves collaboration with consultants for mapping parking locations, proposals for the construction of parking buildings, parking gates in special places, collaboration with third parties, and investment in the construction of vertical parking buildings. Organizing is carried out through the division of tasks into the field and parking attendants, with actions such as updating regulations, implementing sanctions for undisciplined employees, and daily assignments to the field by field staff. Thus, policy formulation and organizational implementation by the Pangkalpinang City Parking UPTD have been carried out well to maximize parking levy revenues.

Managing Inter-Organizational Relations (Managing Inter-Organizational Relations)

This perspective is used to determine the extent of implementation of the policy for implementing public roadside parking fees in Pangkalpinang City. This explains that the factors that regulate relationships between organizations, namely making tasks and competencies clear, maintaining resource coverage, increasing contract compliance and realizing the implementation of partnerships, are very important. The connection with this research is to determine the factors for managing relationships between organizations in implementing the parking levy policy on the side of public roads in Pangkalpinang City. Creating clear tasks is an important stage in policy implementation, where each party who plays a role in implementing the policy can arrange each task that will be carried out in implementing the policy, in this case the most important thing is how these tasks are created in this aspect.

In the implementation of parking fees, there are several parties involved, namely the parking attendant, parking collector, treasurer of the Transportation Service, and the head of the parking service technical implementation unit (UPTD). Executors of parking levy collection carried out by the Pangkalpinang City Transportation Service are divided into their respective tasks which are explained in Figure.

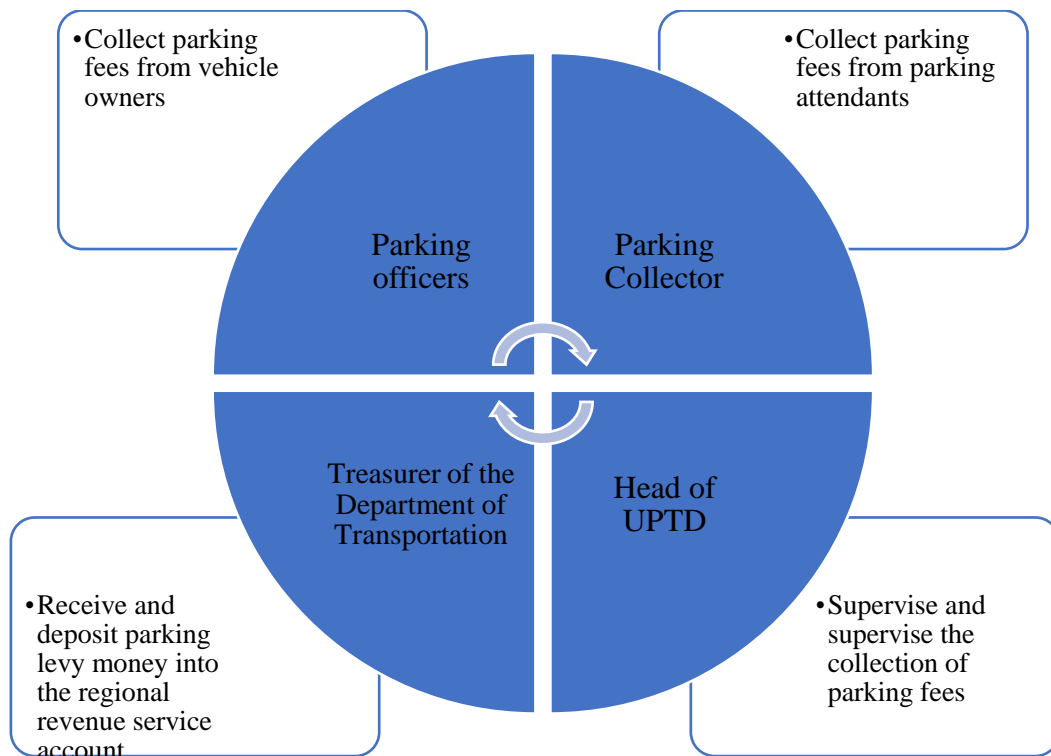


Figure 2.Parties Involved in Collecting Parking Levy

Based on the results of interviews with research informants, members' duties regarding parking levy policies in Pangkalpinang City are clearly divided, with examples such as providing facilities and infrastructure for official parking attendants. However, field observations show that cash parking levy collection still needs to be restructured to ensure its implementation is in accordance with policy. Even though the rates and provisions for parking fees on the side of public roads have been regulated in the Pangkalpinang City Regional Regulation, there is still fraud in collecting excessive parking and illegal parking. Proposed policies that can be implemented include paying parking fees annually, carried out at the time of STNK renewal, to focus on servicing parking service users.

Managing External and Internal Contacts (Managing External and Internal Relations)

From the perspective of managing external and internal contacts, we know the extent of implementation of the policy for collecting parking fees on public roads in Pangkalpinang City. Target group response factors influence the policy implementation process. Usually this factor influences regulator policy, these regulations affect interested parties, especially those that are strongly regulated (for example large companies), so that in the policy process, namely policy making, there are bargaining negotiations between the government and these parties. However, if only individuals are the influence who provide feedback on policy, it is necessary to emphasize the behavior of frontline bureaucrats. In this context, the connection is to find out the extent of the influence of managing external and internal relations on the implementation of the parking levy policy on the side of public roads in Pangkalpinang City.

The importance of quality human resources in implementing parking fee policies can be seen from expanding knowledge through training and coaching. Awards or rewards for policy implementers are also considered effective motivation. However, the majority of parking attendants do not know about awards or rewards, indicating a lack of communication and recognition of their performance. External coordination with related agencies such as the police, courts and local government, as well as internally with weekly meetings and annual meetings, are important steps in managing parking in Pangkalpinang City.

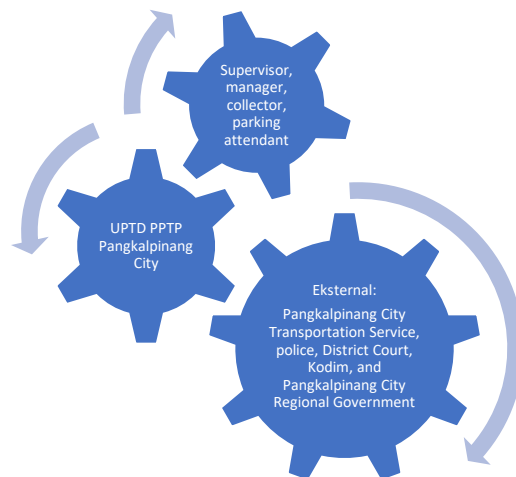


Figure 3. Mechanism of Inter-Organizational Relations

Factors that are Inhibitors and Implementation of the Parking Retribution Policy on the Side of Public Roads in Pangkalpinang City Apart from the Covid-19 Pandemic Factor

Factors that can hinder the implementation of the parking levy policy on the side of public roads in Pangkalpinang City, outside of the Covid-19 pandemic, are divided into several categories, namely:

Attitude and Behavior of the Implementing Body

Attitudes and behavior, such as honesty, commitment and responsibility, are key elements in the success of policy implementation, shaping the character of policy implementers who are influenced by the surrounding environment. An environment dominated by positive attitudes can guide policy implementers in the right direction, while rewards or punishments for positive behavior or omissions can increase the effectiveness of implementation and encourage the achievement of policy goals. In this case, based on the results of interviews with Transportation Service informants who revealed that all UPTD members were disciplined and carried out their duties and responsibilities well. According to him, parking attendants have applied rates in accordance with the provisions, and there is a monitoring system and sanctions for rule violators. This shows differences in views regarding attitudes and behavior in implementing the parking levy policy in Pangkalpinang City.

Based on research results, it is stated that public roadside parking levies managed throughout 2021 exceeded the target, even increasing by almost 300 percent. In 2020, the realization of general roadside parking levy revenue reached around IDR 262,324,000 and the realization of special parking reached IDR 444,014,000. For 2021, the realization of public roadside parking levy revenue reached IDR 1,006,865,000, while the realization of special parking reached IDR 347,115,000. There are several policies which he considers to be the main factors in increasing the achievement of parking fees in 2021, including adding parking bags in several corners of Pangkalpinang City, strengthening supervision of each parking attendant by recording fees per person, providing official uniforms (pink) which indicate official parking attendants, providing sanctions. through synergy with the authorities, data collection on parking attendants, supervision from service officers which is carried out every day, and collectors who never take a day off in any weather conditions (Diskominfo Pangkalpinang, 2023).

The interview results show that the attitudes and behavior of the implementing agency, such as the lack of performance encouragement for parking attendants, can be an inhibiting factor in implementing the parking levy policy in Pangkalpinang City. The attitude of implementers who do not provide performance encouragement can affect the effectiveness of policies. In this context, government policies are not only intended for internal government purposes, but must also be implemented by all communities in their environment. In the Pangkalpinang City UPTD PPTP structure, there are various employee roles such as field supervisors, collectors, parking attendants and secretariat. Field supervisors have the task of supervising busy parking spots, collectors collect fees, parking attendants collect fees from parking users, and the secretariat records parking violations and revenues.

Communication

Communication is the process of conveying necessary information regarding the delivery of policy objectives that must be conveyed by superiors to subordinates. Information needs to be conveyed to policy implementers so that implementers understand what the policy content is, policy objectives, policy target groups, so that implementers can understand and prepare anything related to implementation so that the policy implementation process can be carried out effectively and efficiently according to the policy vision or objectives.

In this context, communication is an inhibiting factor in implementing the parking levy policy on the edge of the public road in Pangkalpinang City. This is in accordance with what was said by the Head of the Transportation Service, who said that due to communicating with many people, there are certainly many different opinions that blend into one, especially as coordination is also quite difficult if all members have different opinions. The Head of UPTD also expressed the same thing, saying that there were obstacles in communication due to different opinions from one another. All parking attendants have coordinated optimally, the socialization carried out has also been good, the UPTD has also warned the public at what point the official parking is. The communication factor of only

using the WhatsApp application is also one of the reasons why communication is an inhibiting factor.

External Environmental Factors

External environmental factors are one of the obstacles in implementing the parking levy policy in Pangkalpinang City, which requires effective management. In managing external environmental factors, thorough analysis and implementation of business strategies are necessary to achieve success. External factors include the macro and micro environment, including demographics, politics, technology, economics, socio-culture, as well as elements such as illegal parking attendants, disorderly service users, and complaints about parking rates that are considered too expensive. This obstacle was highlighted by the Head of the Transportation Service, who noted the existence of many illegal parking attendants, non-compliance with the rules by service users, and complaints of high parking rates, emphasizing the need for careful handling and adaptation of strategies in dealing with the dynamics of the external environment. Head of UPTD.

Appropriate Strategy for Implementing the Public Roadside Parking Levy Policy in Pangkalpinang City

Data processing was carried out using the SOAR analysis method to obtain the right strategy for implementing the public roadside parking levy policy in Pangkalpinang City to determine the priority strategies used.

SOAR Analysis

The concept of SOAR (Strengths, Opportunities, Aspirations, Results) as an alternative to SWOT analysis comes from the Appreciative Inquiry (AI) approach. AI is more concerned with building strengths and opportunities than weaknesses and threats (Stavros et al., 2003). SOAR can be defined as a strengths-based framework with a participatory approach to strategic analysis, strategy development, and organizational change. Based on this understanding, SOAR analysis is suitable for use in analyzing strategies in this research which are structured based on 26 relevant questions. The strategies prepared have been adapted to answer these 26 questions. Based on the results of the analysis carried out in the previous sub-chapter, several strategies were obtained which will be distributed into the SOAR matrix. Stavros explained that there are 4 aspects in SOAR analysis, including Strength, Opportunities, Aspirations, and Results.

Alternative strategies based on rankings which show strategic priorities resulting from the QSPM matrix to implement the public roadside parking levy policy in Pangkalpinang City. It can be seen that the highest ranking is in alternative 1, namely "Strengthening supervision by recording levies per parking attendant implemented by utilizing information technology optimally" with a total TAS value of 12.14 and the lowest ranking is alternative 7, namely "Providing sanctions for parking operators who violate, this aims to make the parking system in Pangkalpinang City better" with a total TAS value of 11.27. Alternative strategies prioritized first to implement the public roadside parking levy policy and strengthening parking implementers in Pangkalpinang City are 7 (seven)

Various alternative strategies are proposed to improve the implementation of parking levy policies in Pangkalpinang City. The first alternative strategy includes strengthening

supervision by optimizing information technology, especially in recording fees per parking attendant, to encourage honesty and responsibility. The second alternative strategy focuses on developing parking facilities to increase the realization of levy revenues. Meanwhile, the third alternative strategy highlights the need to strengthen supervision per parking attendant in order to create a reliable and trustworthy service system. The fourth alternative strategy emphasizes the importance of adjusting parking rates in accordance with the Pangkalpinang City Regional Regulation, considering that there is a discrepancy between the rates set and the rates applied by parking attendants in the field.

CONCLUSION

Based on the results of the research and discussion that the researcher described above, it can be concluded that the parking levy policy on the side of public roads in Pangkalpinang City has been implemented but is not yet effective. This is because some of the factors that support its success have not been fulfilled. As is the case when collecting levy rates, which sometimes in some places exceed the provisions set out in the policy, based on the results of the research and discussion that the researcher described above, it can be concluded that the inhibiting factors in implementing the parking levy policy on the side of public roads in Pangkalpinang City are attitudes and behavior. implementer, communication and external environmental factors. Based on the results of the SOAR analysis that has been carried out there are 7 (seven) strategy results with the top 3 (three) strategies originating from the QSPM calculation which will be the main strategy that can be applied to implement the public roadside parking levy policy in Pangkalpinang City, namely strengthening supervision by recording fees per parking attendant which is carried out by optimally utilizing information technology, developing parking facilities that can be explored in order to increase the realization of parking levy revenues in Pangkalpinang City, and strengthening supervision per parking attendant so as to create a reliable, trusted service system. , and affordable to the wider community. With suggestions, it is hoped that the Parking UPTD of the Pangkalpinang City Transportation Service will provide more detail and establish a clear sequence regarding the technical implementation of parking levy collection so that the policy for implementing parking levy collection is implemented. Parking It is hoped that the Pangkalpinang City Transportation Service Parking UPTD will pay more attention to the rates charged to service users and better discipline parking attendants so that they comply with established policies.

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