The implementation of parking policy in Cirebon City Kejaksan Square

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ABSTRACT

Kejaksan Square has become a tourist attraction in Cirebon City since it was renovated in April 2021. However, the implementation of parking policies there still faces obstacles such as lack of public awareness, lack of commitment of officers in socializing parking rules, and lack of adequate parking infrastructure. This study aims to evaluate the implementation of parking policies in the Cirebon City Kejaksan Square. Qualitative and descriptive research methods are used, by collecting data through observations, interviews, and documentation. Edwards III's theory of policy implementation is used as a theoretical framework. The results showed that communication, resources, disposition and bureaucratic structure affect the implementation of parking policies. Despite the obstacles, the active role of the Department of Transportation and the availability of adequate resources provided support for the success of the policy. The ultimate goal is to improve the quality of public facilities and infrastructure services that are environmentally friendly.

INTRODUCTION

Kejaksan Square has become a tourist attraction for the people of Cirebon City and outside Cirebon City since it was renovated on April 21, 2021. Adjacent to At-taqwa Mosque and culinary shelters, Kejaksan Square is increasingly attractive (Fallah et al., 2022). The front gate, in the form of an archway similar to Candi Bentar, is a unique photo spot. The Kejaksan Square area has the potential as a travel destination that attracts the movement of people and vehicles. The high attractiveness of vehicle travel is strongly influenced by the use of private vehicles, so the need for parking spaces increases along with the number of vehicles entering. However, the implementation of parking in Kejaksan Square has not reached the optimal level because there are still obstacles that have not been fully overcome.

In the context of the implementation of parking policies in the Cirebon City Kejaksan Square, the lack of public awareness of parking regulations in accordance with existing regulations is the main obstacle. This is due to the lack of commitment and firmness of related apparatuses in socializing parking regulations and cracking down on parking violators. The obstacle in the lack of visitor awareness about parking has resulted in visitors still using part of the road as an unwanted parking location. In addition to not understanding the regulations, visitors to Kejaksan Square also more often choose to park on the side of the road because it is more practical and close to the square, and is not as troublesome as using the parking space that has been provided because of the density of parked vehicles and the absence of parking fees.

Suboptimal parking management is a consideration for the local government of Cirebon City, considering several factors, such as the increase in the number of motorized vehicles in this city along with its growth. In the context of Kejaksan Square as the object of research, parking management is crucial in land transportation. The local government of Cirebon City is considered necessary to establish regulations to maintain parking order and smooth traffic flow. More attention is needed from the Cirebon City Transportation Office, which has the authority to implement parking policies, especially around the Cirebon City Kejaksan Square.
Based on the above problems, the actions that have been taken by the local government regarding parking arrangements in Cirebon City have not reached the optimal level as a whole and are not in line with the provisions of Cirebon City Regional Regulation Number 11 of 2019 concerning the implementation of parking, especially in the Cirebon City Kejaksan Square, as the authorized agency in managing parking, it is necessary to pay attention to this problem related to the implementation of parking. This problem needs to be resolved immediately because it is not in accordance with the regional regulations of Cirebon City, and in line with the increasing public demand for optimal parking regularity. The regulation is explained in the Regional Regulation of Cirebon City number 2 of 2008 which modifies the provisions in Regional Regulation number 8 of 2001 concerning Parking on Road Agency Article 5.

This study aims to evaluate the implementation of parking implementation policies in the Cirebon City Kejaksan Square. The researcher hopes to contribute to a wider range of information regarding the topic discussed and become a reference for relevant future research.

METHOD

This study employs qualitative research methods, based on postpositivism, to describe the actual situation in Kejaksan Square, Cirebon City. Data is collected through observation, interviews, and documentation, with an inductive/qualitative analysis. The primary objective is to understand the meaning, uniqueness, construct phenomena, and find hypotheses. Descriptive methods provide a comprehensive view of the social situation, comparing events from one social situation to another or from one time period to another. The researchers use an inductive approach to describe facts and information directly at the location, aiming to compile conclusions about the implementation of parking regulation policies. Data is analyzed through reduction, presentation, and interpretation, referencing Edwards III’s policy implementation theory, which includes aspects of communication, resources, dispositions, attitudes, and bureaucratic structure.

RESULTS AND DISCUSSION

Implementation of Parking Implementation Policy in Cirebon City Kejaksan Square

The implementation of parking policies in Cirebon City, including in Kejaksan Square, begins with the implementation of Cirebon City Regional Regulation Number 11 of 2019 concerning the implementation of parking. The implementation of parking order policies is the result of local government efforts in implementing parking lot use processes that have been planned, analyzed, and made policies, and evaluated during implementation. It also includes formulation and proposals at the stage of implementing parking order, in accordance with the policy framework that has been prepared. To ensure the objectivity and accuracy of the study, researchers conducted additional in-depth interviews to obtain first-hand information about the implementation of the current parking policy and what actions were taken by the Cirebon City Transportation Office. Here are the names of the informants interviewed:

<table>
<thead>
<tr>
<th>No</th>
<th>Name</th>
<th>Informant</th>
<th>Gender</th>
<th>Job</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Sanuri</td>
<td>Key informant</td>
<td>Male</td>
<td>General and Personnel Department of the Department of Transportation</td>
</tr>
<tr>
<td>2</td>
<td>Nanto</td>
<td>Supporting informant</td>
<td>Male</td>
<td>Parking Attendant of Kejaksan Square</td>
</tr>
</tbody>
</table>

This research centers on four factors proposed by George C. Edwards III, namely communication, resource capacity, disposition, and bureaucratic structure (Rizwan et al., 2021).

Communication

Communication plays an important role in forming relationships with others (Andriany, 2021). Communication has an influence on the process of delivering information between one party and another (Mehmood, 2021). In the context of communication at the Cirebon City Transportation Office, five factors influence policy implementation. First, the frequency and consistency of socialization that reflects how often information is provided to the public regarding parking policies, including in Kejaksan Square. Socialization is carried out regularly every six months to parking attendants. However, socialization is only aimed at parking attendants, so people's understanding of parking rules is less than optimal. Second, the availability of clear and easy-to-understand socialization materials. The communication plan must include all the elements needed to understand how to communicate with the intended related party (Andriany & Azis, 2021). However, the material is only addressed to parking attendants routinely and irregularly to the community because it is carried out only when there are surveillance activities. Third, community involvement in socialization events and responses to the information submitted. However, community involvement only occurs when there is monitoring and regulating illegal parking, so the indicators of community participation are still not optimal.
Fourth, consistency in delivering information regarding parking policies, through socialization and other media. However, consistency in the delivery of information, especially through direct socialization is still lacking. Finally, people's understanding of parking rules and regulations, which is reflected in their behavior in complying with parking rules. However, public understanding of parking rules is still limited because information is only provided when supervision and control occur.

In accordance with the theory of Edwards III (1980) which states that the effectiveness of public policy depends on a clear delivery of the necessary steps and objectives of the policy to the target group without distortion of information. If the goals and objectives of a policy are unclear or unknown to the target group, resistance is likely to arise from that group.

**Resources**

The main requirement for running an organization is to have resources (Alhamad et al., 2022; Werdhiastutie et al., 2020). Policies will not be implemented effectively if their implementers lack the essential resources needed to implement the policy (Rohmah et al., 2022). The existence of a body or unit responsible for the implementation of each policy is very important. The success of an organization is greatly influenced by its ability to utilize its internal resources (Sondang, 2020). There are several indicators in the resource. First, the availability of sufficient personnel and the quality to implement the policy. The distribution of duties and responsibilities is clearly regulated in the Department of Transportation. However, improvement is required in carrying out their duties to reach optimal levels. Second, adequate budget allocation for the implementation of activities, including socialization, supervision, and enforcement of rules. The budget received by the Department of Transportation has been allocated according to needs and to various fields or units, including parking units in regulating permits for the implementation and construction of parking facilities (Dinas Perhubungan RI, 2023). However, it is still not fully adequate to meet the needs of parking policies because there are still shortcomings in parking infrastructure. Third, the availability of supporting infrastructure and technology, such as parking lots, CCTV and parking payment systems. However, these equipment and technologies are not yet fully available as there is no system for providing parking tickets and measuring costs based on parking time. Fourth, training and skills development programs for policy implementers have been recognized. However, parking attendants are considered firm in dealing with illegal parking violations. Finally, the ability to cooperate with related parties has been realized such as collaborating with the Cirebon Police Station and Satlinmas to provide directions and reprimands to illegal parking attendants. Although the impact is still limited because the directive is only addressed to parking attendants, public understanding of the rules is still lacking, so violations still occur.

According to Edwards III's theory (1980), although the policy content has been conveyed clearly and consistently, if the implementor lacks human resources, such as the implementor's competence, and financial resources. Resources are a key factor for effective policy implementation.

**Disposition**

Disposition refers to the attitude and willingness of the implementer to implement a policy or policy (Kusumah et al., 2022). In order for policy implementation to run effectively, implementers not only need to understand what must be done, but also have the ability to implement it smoothly in practice (Jannah, 2015). In the context of disposition, there are four factors that influence the implementation of parking policies. First, the Cirebon City Transportation Office has shown a good level of commitment and willingness in implementing parking policies in Cirebon City, including in the Kejaksan Square, in accordance with established regulations. Although the apparatus has increased its commitment and willingness to carry out policies well, further evaluation is needed in accordance with the mission of the Department of Transportation, which is to improve the quality of services of public facilities and infrastructure that are environmentally friendly. Second, attitudes and approaches in handling violations and enforcing rules, using verbal warnings as a first step but tougher action is needed to control further violations because the lack of firmness in enforcing parking rules causes parking problems to continue due to the lack of sanctions that encourage violators to comply with established rules. Third, be responsive to changing situations and problems that arise. The drive to innovate is a very specific tool (Andrianiry, 2022). Although the Department of Transportation has responded responsively to changes in situations or problems that arise, including in the context of implementing parking policies in Kejaksan Square, these problems have not reached optimal levels. Fourth, conformity of behavior with ethical values and professionalism, although the apparatus has shown professionalism in carrying out its duties, firmer and more consistent enforcement measures are needed to increase public awareness and compliance with parking rules.

This is in line with Edwards III's theory (1980), which reveals that dispositions reflect the characteristics and traits possessed by implementers. The inability of implementers to have a good disposition can also hinder policy implementation. The problems that arise in the Department of Transportation are related to the disposition dimension, where staff behavior has a major influence on transportation implementation policies.

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**Bureaucratic Structure**

The initial part of the bureaucratic structure involves the placement of bureaucracy in policy implementation (Fathurohman, 2023). In the context of bureaucratic structure, it is intended as an organizational structure that facilitates policy implementation so that there are no obstacles in its implementation (Mursid et al., 2023). The bureaucratic structure has several indicators in its implementation. First, the clarity and efficiency of the hierarchy and assignment of duties and responsibilities in the Department of Transportation have been emphasized. Starting from the Head of the Office to implementing units such as UPT Parking, it is considered good enough. UPT Parking is responsible for parking management in Cirebon City, including in Kejaksan Square. Furthermore, the level of coordination of cooperation between units or sections in the organization of the Department of Transportation to support the implementation of parking policies has been realized. In addition to collaborating with the Cirebon Police Satlantas, the parking unit also coordinates with other units such as safety and facility engineering in handling illegal parking and double parking in various locations in Cirebon City (Dinas Perhubungan RI, 2023). This kind of cooperation allows synergies between various units to increase effectiveness in parking policy enforcement.

Organizational flexibility in dealing with changes and challenges has been affirmed. Although the Department of Transportation has shown flexibility in adapting to changing situations and needs related to parking policies, there are still obstacles that prevent its implementation from proceeding quickly or being resolved immediately. Finally, the importance of openness, transparency, and accountability in the decision-making and reporting process. Openness and accountability in decision-making processes related to parking policies include transparency in reporting and accountability. This involves community participation in the decision-making process, as well as the provision of clear and accessible information about parking policies and their accountability.

In accordance with the theory of Edwards III (1980), which highlights the importance of the influence of bureaucratic structures responsible for policy implementation. An overly complex organizational structure can hinder supervision and cause difficulties in bureaucratic arrangements.

**Inhibiting and Supporting Factors in the Implementation of Parking Management Policy in Cirebon City Kejaksan Square**

**Inhibiting Factors**

Policies are steps taken or not taken to overcome a problem (Dewatama, 2023). Problems related to parking often occur in tourism areas, including in Kejaksan Square in Cirebon City. The implementation of parking policies in Kejaksan Square faces various challenges, such as limiting socialization only to parking attendants, lack of community involvement, lack of consistency in delivering information, and limited public understanding of parking regulations. In addition, other obstacles include inadequate budget allocation, limited infrastructure and technology, and the impact of limited cooperation with related parties. Unclear enforcement of parking rules and suboptimal response to changing situations are also problems. There are also barriers to organizational flexibility and the need to increase transparency and accountability in decision-making processes.

**Supporting Factors**

Supporting elements in parking regulation policies in Cirebon City, especially in Kejaksan Square, involve the role of the Transportation Office in enforcing parking rules in accordance with Cirebon City Local Government Regulation Number 11 of 2019 concerning the implementation of parking, which also aims to improve the quality of environmentally sound public facilities and infrastructure services. This includes aspects such as intensity and consistency in conducting socialization to parking attendants, availability of socialization materials that are easy to understand, community participation in socialization activities, consistency in conveying information, and public understanding of parking regulations. In addition, other elements of support include the availability of adequate and qualified personnel, adequate budget allocation, adequate infrastructure and technology, training programs, and the ability to collaborate. A high level of commitment and willingness, approach to dealing with violations, response to changing situations, and conformity of behavior to ethical and professional standards are also contributing factors. In addition, clarity and efficiency in hierarchical structure, coordination between units, organizational flexibility, and the importance of openness, transparency, and accountability in the decision-making process are also important elements in supporting the success of parking regulation policies in Cirebon City.

**CONCLUSION**

Cirebon City's parking policies, including those in Kejaksan Square, are based on Cirebon City Regional Regulation Number 11 of 2019. The process involves clear communication, adequate resources, good disposition of implementers, and an effective bureaucratic structure. However, there are challenges such as
uneven community involvement, inconsistent information delivery, and limited public understanding of parking rules. Despite efforts in personnel management, budget allocation, infrastructure, technology, and training programs, there are still shortcomings. The disposition of implementers needs further evaluation to improve service quality. Attitudes in handling violations and responsiveness to changes need to be strengthened. The Cirebon City Transportation Office needs to improve coordination, overcome obstacles, and increase transparency in decision-making. Supporting factors include the Department of Transportation's active role, adequate resources, commitment, and organizational clarity. The ultimate goal is to enhance the quality of services for environmentally sound public facilities and infrastructure.

REFERENCES


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