

IMPLEMENTATION OF THE POLICY ON RETRIBUTION FOR PARKING SERVICES ON PUBLIC ROADS IN THE BANGKO DISTRICT OF THE ROKAN HILIR REGENCY

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Abstract

This study aims to describe the implementation of the parking retribution policy in Bangko Sub-district and to identify the obstacles encountered in its execution. This research employs a descriptive qualitative method and applies George C. Edward III's implementation theory, which includes aspects of communication, resources, disposition, and bureaucratic structure. The results show that communication is the most dominant obstacle, followed by limited resources and the suboptimal role of bureaucracy in supervision. Therefore, improvements are needed through enhanced public outreach, staff training, provision of supporting facilities, and strengthened coordination to ensure effective policy implementation and a tangible impact on public service and local revenue.

Keywords: Policy Implementation, Parking Retribution, On-Street Parking, Bangko Sub-district, Public Service.

Abstrak

Penelitian ini bertujuan untuk mendeskripsikan implementasi kebijakan retribusi parkir di Kecamatan Bangko serta mengidentifikasi kendala yang dihadapi dalam pelaksanaannya. Penelitian menggunakan metode kualitatif deskriptif, serta teori implementasi George C. Edward III aspek komunikasi, sumber daya, disposisi, dan struktur birokrasi. Hasil penelitian menunjukkan bahwa aspek komunikasi menjadi hambatan paling dominan, diikuti oleh keterbatasan sumber daya dan belum optimalnya peran birokrasi dalam pengawasan. Untuk itu, perlu dilakukan upaya perbaikan melalui peningkatan sosialisasi, pelatihan petugas, penyediaan sarana pendukung, serta penguatan koordinasi agar kebijakan retribusi parkir dapat berjalan efektif dan memberikan dampak nyata bagi pelayanan publik dan peningkatan PAD.

Kata kunci: Implementasi Kebijakan, Retribusi Parkir, Parkir Tepi Jalan, Kecamatan Bangko, Pelayanan Publik.

INTRODUCTION

Parking areas are a public infrastructure that is very important in meeting the space needs for people's motorized vehicles. The provision of public facilities also has the potential to make a financial contribution to local governments through levies. Levy is defined as a fee for the service of using public facilities, in this case, parking areas, which are collected

by officers in the field. The practice of levy has become a common thing for the community, because almost all local governments have implemented it. In addition, the levy plays a role as one of the instruments in maintaining regional economic stability. The revenue obtained from these regional taxes and levies can help optimize regional economic development.

Riau Province Regional Regulation Number 9 of 2013 Regulates the Regional Wealth Use Levy and Special Parking Places, which aim to improve public services and support Regional Original Revenue (PAD). This regulation optimizes regional revenue through the imposition of commercial-based levies that are fair, efficient, and in accordance with market prices. The levy rate is adjusted according to the type of service, the community's ability, and the principle of justice. The levy collection is carried out directly by the local government, must not be wholesale to third parties, and the results are deposited into the regional treasury.

Rokan Hilir Regency Regional Regulation Number 15 of 2011 About Parking Levy on the side of public roads in Rokan Hilir Regency is the legal basis that regulates the management and collection of parking levies, with the aim of creating traffic order and increasing Regional Own Revenue (PAD). Parking levy in Bangko District, Rokan Hilir Regency has an important role in regulating the use of public space and traffic management. By implementing appropriate parking rates, the Rokan Hilir Regency Government can encourage vehicle rotation at parking locations, reduce traffic congestion due to vehicles parked for a long time, and ensure the availability of adequate parking space for the community. In addition, parking levies can be a tool to control excessive or disorderly parking patterns, thereby increasing the discipline of road users and creating a safer and more orderly environment.

Based on the Rokan Hilir Regency Regulation Number 15 of 2011, the tariff for motor vehicles with more than four wheels and heavy equipment, the parking fee is charged at Rp 2,500 per parking lot. Four-wheeled and three-wheeled motorized vehicles are charged a rate of IDR 1,500 per parking lot. As for two-wheeled motor vehicles, the parking rate is lower, which is Rp 1,000 per parking lot. The tariff set aims to regulate the use of parking facilities fairly and in accordance with the capacity of each type of vehicle. However, in its implementation, there are a number of irregularities committed by parking officers, such as charging levy rates that exceed the provisions listed in Regional Regulation number 15 of 2011. In addition, there is also a phenomenon where some service users do not understand the tariff that applies to each time of park, which is caused by the low level of public knowledge and the limited information board of parking tariff notification carried out by the government.

Based on data from the Rokan Hilir Transportation Office, there are 19 public roadside parking points spread across Bangko District, but only some have implemented a ticketing system as proof of payment of parking levies. Parking points that have implemented a ticket system, such as in front of BRI Simpedes, KFC Quality, and Bank Syariah, are generally located in strategic locations with a high flow of visitors. The use of tickets at these points shows the awareness and commitment of the management to implement the

rules that have been stipulated in the Rokan Hilir Regency Regional Regulation Number 15 of 2011. However, there are still quite a few parking points that have not implemented a ticket system, such as at Datuk Rubiah Market, Diesel Mawar Shop, and Pekong Mini Market. In these locations, the levy collection process is carried out manually without providing proof of payment to parking service users. This has the potential to cause revenue leakage and reduce transparency and accountability in the management of parking levies. The absence of tickets also makes it difficult for motorists to know the certainty of the fare paid, which is often not in accordance with the applicable regulations.

The revenue from the parking levy on the side of public roads in the Bangko District area is still up and down and has not met the target set by the local government every year. The receipt of parking levies on public roadsides from 2022 to 2024 shows that there are fluctuations between estimated and realized targets. In 2022, the estimated target of parking levy revenue is IDR 70,350,000, but the realization only reaches IDR 68,480,000 or around 97.34% of the set target, with a shortfall of IDR 1,870,000. In 2023, parking levy revenue has increased significantly, where the realization reached IDR 91,822,000, exceeding the estimated target of IDR 80,850,000 with an achievement of 113.58% or a surplus of IDR 10,972,000. Meanwhile, in 2024, revenue realization was only IDR 64,700,000, experiencing a significant decrease compared to the previous year.

The existence of illegal parking in Bangko District, Rokan Hilir Regency, is often caused by the lack of adequate parking facilities to accommodate the increasing volume of vehicles. The lack of official parking spaces encourages vehicle users to park their vehicles in any place, which not only disrupts the flow of traffic but also has the potential to cause conflicts with other road users. In addition, the lack of socialization about parking regulations and the lack of law enforcement against parking violations also contribute to this illegal parking behavior. As a result, this condition not only creates inconvenience for the community but also reduces the effectiveness of the parking policy that has been set by the local government, thus requiring more serious attention and action to overcome the problem.

Every parking levy payment uses a ticket, but while in the field, the author found that the provision of tickets to users of the public roadside parking levy in Bangko District has not been evenly implemented. In the absence of a clear ticket or proof of payment, it is difficult for motorists to ensure that they have made the payment according to the set tariff. This results in uncertainty in the monitoring and supervision of parking levy transactions, which in turn has the potential to reduce accountability and transparency in its management. In addition, without a standardized system, the potential for regional revenue obtained from the parking levy sector becomes difficult to detect and optimize optimally. Therefore, the implementation of a ticket system based on clear and structured procedures is needed to increase efficiency, transparency, and accountability in the management of parking levies in Bangko District. Based on the above phenomenon, the researcher is interested in making and compiling research with the title "Implementation of the Parking Service Levy Policy on the Public Roadside of Bangko District, Rokan Hilir Regency".

METHOD

This study uses qualitative research with a descriptive phenomenological approach. Qualitative Research is a type of research that aims to obtain a comprehensive understanding of the phenomena experienced by the research subject by describing them naturally through words and language in a certain context. The use of qualitative methods with a descriptive phenomenological approach is justified because the researcher can take a deeper look and analyze the implementation of the Public Roadside Parking Levy Policy in Bangko District, Rokan Hilir Regency, which can be seen from the existing phenomenon. In addition, the researcher uses descriptive analysis in this study to explain and describe the facts, phenomena, and circumstances that occur when conducting research, in how to describe the actual events without adding or subtracting to be reliable.

The location of this research was carried out at the Rokan Hilir Transportation Office, especially the Km. 6 District Road Parking UPTD Bagansiapiapi Office Area, as well as at several parking locations in Bangko District, Rokan Hilir Regency. The reason for the researcher to conduct research at the location of this research is. The selection of locations at the Transportation Office and parking points in Bangko District is very relevant for this thesis because the two locations are the center of the management and implementation of parking levy policies. In addition, this location allows for direct observation of the impact of parking policies and user interactions. In this study, primary data were obtained through interviews with informants of the Head of the Parking UPTD Division, Parking UPTD Supervision, Head of Parking Section, Parking Coordinator, Parking Attendant, and Parking User/Public. The technique in data collection is that the researcher uses interviews, observation, documentation, and data analysis techniques.

RESULTS AND DISCUSSION

Implementation of Public Roadside Parking Levy Policy in Bangko District, Rokan Hilir Regency

Communication

Effective communication is an important element in policy implementation. In the context of this study, communication covers the extent to which the Rokan Hilir Regency Transportation Agency conveys policy information to the community and implementers in the field, including parking levy rates, payment procedures, and sanctions for violators. This research will also evaluate the communication media used, as well as the level of public and officers' understanding of the applicable policies.

The process of socializing the parking levy rate policy has been carried out through various media and approaches. The agency uses print media such as brochures and billboards at parking locations, as well as digital media such as social media and WhatsApp groups to reach parking attendants and the general public. In addition, a hands-on approach through regular meetings, technical training, and field briefings is also the main method of conveying information. In general, the communication approaches used are quite diverse and include formal and informal channels. This shows that there is awareness from the agency of the importance of two-way communication in policy

implementation. However, the success of communication depends not only on the presence of the media but also on the consistency and sustainability of the message delivery.

The submission of information from the Transportation Agency regarding the parking levy policy has not been fully effective. Although information is indeed conveyed through several media, such as direct briefings or communication groups, the level of clarity and equitable distribution of information is still a problem. The parking attendant mentioned that not all officers get information directly from the Service, and most only know the rules through colleagues or *WhatsApp groups*. This condition shows that despite communication efforts, the continuity and consistency of message delivery are not evenly distributed. This has an impact on varying levels of understanding among parking attendants, which can ultimately influence policy implementation on the ground.

There is still a discrepancy between the information on parking levy rates known to the public and the practices that occur in the field. People often do not find written information about parking rates at public parking locations, so they rely only on personal experience or information from parking attendants. This condition causes confusion and distrust of the clarity of the applicable policy. In addition, variations in tariffs in various locations without clarity of legal basis or official information reinforce the perception that policies have not been optimally socialized. The public is also unaware of reporting procedures if they find violations or inconsistencies, which shows weak two-way communication between the government and the public.

This shows that policy communication from the Transportation Department to the public is still limited and has not reached all layers. The information conveyed is not sufficiently transparent, easily accessible, or understood by the general public. Therefore, there is a need for improvements in public communication strategies, such as the installation of tariff information boards at each parking point, the provision of official proof of payment, and the opening of complaint channels that are easily accessible to the public.

Based on the results of the author's analysis of interviews with various informants, it can be concluded that the communication process related to the parking levy policy in Rokan Hilir Regency is still not running optimally. The Transportation Department stated that it had conducted socialization through various media such as banners, brochures, field meetings, and *WhatsApp groups*, but the parking attendant admitted that there was still information that was not clear or not received evenly, especially related to changes in rules or tariffs. On the other hand, the community complained about the absence of tariff information boards and variations in parking levies, which caused confusion and distrust. The public also does not know the complaint channel when it finds a disagreement. This shows that even though communication has been carried out, its effectiveness is still low because the message has not been delivered uniformly, not all parties receive the same information, and there is no clear feedback mechanism in place. Therefore, a more structured, transparent, and comprehensive communication strategy is needed so that the parking levy policy can be understood and implemented consistently by all parties.

Resources

In the implementation of the parking levy policy in Rokan Hilir Regency, resources play an important role as one of the determining factors for the success of implementation in the field. This indicator includes three main aspects, namely the availability and competence of parking officers as human resources, budget adequacy as financial resources, and the existence of supporting facilities and infrastructure such as parking signs, road markings, and levy tickets.

The number of parking attendants in Rokan Hilir Regency cannot be ascertained regularly due to the addition of parking points that continue to take place every month. This condition reflects the dynamics of flexible parking management but also poses challenges in controlling the number and distribution of parking officers optimally. In terms of competence, most parking attendants still do not receive adequate formal training, due to their status as generally daily workers or work partners. Nevertheless, efforts to coach and direct briefing in the field have been carried out to increase officers' understanding of the duties and procedures for collecting parking levies. This research indicates that even though human resources are available, the sustainability of improving the quality of human resources is very necessary so that the implementation of the parking levy policy can run more effectively and professionally.

Facilities and infrastructure are important elements in supporting the smooth implementation of the parking levy policy. The existence of facilities such as parking signs, road markings, and levy tickets plays a very important role in creating order, transparency, and providing certainty for the public in using parking services. Without adequate infrastructure support, the policies that have been designed risk not being implemented effectively on the ground. The implementation of the Arana parking levy policy and supporting infrastructure, such as parking signs, road markings, and levy tickets, in Rokan Hilir Regency, is still unevenly distributed at all parking points. These facilities tend to be more complete at old points or those in the center of the crowd, while new parking locations are still limited due to uneven procurement processes and budget constraints. This shows that there are still inequities in the distribution of infrastructure that have the potential to affect the order and effectiveness of policies. In addition, even though the levy ticket has been provided, its implementation in the field has not been running optimally because there are still officers who are not disciplined in their use. This finding indicates the need to strengthen supervision and coaching on a regular basis so that the implementation of parking policies can be more orderly, transparent, and supported by adequate facilities in all operational areas.

The budget allocation for parking management in Rokan Hilir Regency is currently considered quite adequate. The budget is used to support operational needs such as printing levy tickets, officer development activities, and the gradual procurement of facilities and infrastructure. This condition shows the commitment of the local government to supporting the smooth implementation of the parking levy policy. In addition, budget management is carried out in a planned manner and in accordance with financial accountability procedures, which reflects transparent and accountable governance. However, periodic evaluations are still needed so that the use of funds is

really on target and able to improve the quality of parking services and contribute to Regional Original Revenue (PAD).

Human resources, parking attendants in Rokan Hilir Regency have not fully received formal training or coaching from the Transportation Office. Their knowledge and skills are more acquired informally through briefings or hands-on experience in the field. This condition risks causing differences in the understanding of work procedures and applicable policies. On the other hand, the availability of supporting facilities such as vests and levy tickets is also uneven. Some parking spots are still experiencing shortages, both in terms of the number and quality of equipment. The ticket distribution system is considered inconsistent, so in some locations, there are still levy withdrawals without official tickets. This not only affects the transparency and accountability of the levy, but also public trust in parking management. Overall, these findings show the need to increase the capacity of parking attendants and improve the facility distribution system so that the implementation of parking policies can run more effectively and professionally.

In the implementation of the parking levy policy in Rokan Hilir Regency, the aspect of resources in the implementation of the parking levy policy in Rokan Hilir Regency still faces several challenges. In terms of human resources, although the number of parking attendants continues to increase as parking points increase, there is no definitive data on the exact number due to fluctuations that occur every month. In addition, the competence of the officers has not been fully supported by formal training from the Transportation Agency. This is also reinforced by the statement of the parking attendant, who stated that he had never participated in official training and only relied on experience in the field. From the financial side, the Transportation Department stated that the budget allocation is adequate and able to support operations, such as ticket printing and other basic needs. However, problems still arise at the implementation level, such as the uneven distribution of facilities. Parking attendants complained about irregular ticket distribution and the condition of the vests, which were not feasible. This indicates that there is a gap between budget planning and the distribution of facilities in the field. Thus, it is necessary to increase the coaching of officers and improve the distribution system of facilities so that parking management is more professional, transparent, and supports the increase of Regional Original Revenue (PAD).

Disposition

The disposition in the implementation of the policy refers to the attitude, commitment, and integrity of the implementers in the field, both from elements of the Transportation Office, parking coordinators, and parking attendants. In the context of the implementation of the parking levy policy in Rokan Hilir Regency, disposition is an important factor that affects the effectiveness of the implementation of Regional Regulation Number 15 of 2011. The assessment of these indicators includes how implementers carry out their duties according to the rules, demonstrate professionalism, and avoid practices that are contrary to policy, such as illegal levies or manipulation of levies. The interviews were conducted to explore the extent to which policy implementers are committed to the responsibilities they carry.

Positive attitude and commitment in implementing Regional Regulation Number 15 of 2011 concerning parking levies. This is reflected in the efforts of the service in carrying out its duties responsibly, especially in terms of managing and supervising the implementation of parking. However, the recognition of challenges on the ground, such as the lack of discipline and compliance from some parking attendants and coordinators, indicates that these commitments still face obstacles in technical implementation. Measures such as routine monitoring, giving directions, and openness to public reports show the seriousness of the agency to improve and improve the implementation of policies. Thus, although not entirely ideal, the disposition of the Transportation Department shows a progressive direction towards the implementation of policies that are more transparent, professional, and in accordance with applicable regulations.

A routine supervision and evaluation system is a form of control over the implementation of the parking levy policy. Supervision is carried out through direct monitoring in the field by supervisory officers, and is assisted by reports from the community as an additional source of information. Evaluations are also carried out periodically through internal meetings that discuss the performance of officers, obstacles faced, and improvement steps. The existence of a mechanism for giving reprimands and sanctions for violations shows a commitment to maintaining discipline and integrity of implementers in the field. This reflects that the disposition of the implementers, especially from the Agency, is not only administrative but also includes active efforts to improve and enforce policies sustainably. The evaluation system implemented is one of the positive indicators in supporting the successful implementation of regional parking policies.

The Rokan Hilir Regency Transportation Office has taken steps that reflect its commitment to transparency and professionalism in the management of parking levies. The appointment of field coordinators as direct supervisors at parking points, as well as the emphasis on the use of official levy tickets, are strong indicators of the existence of a system that supports information disclosure and accountability. In addition, coaching and socialization activities to parking attendants show that there are efforts to increase the capacity of human resources. The response to violations through the imposition of sanctions also reinforces the impression that supervision is taken seriously. Overall, the disposition shown by the Agency reflects a proactive attitude and commitment to realizing the management of parking levies in an orderly, fair, and sustainable manner to improve PAD sustainably.

In the implementation of the parking levy policy in Rokan Hilir Regency, the disposition of the parking policy implementer has shown a positive direction, even though it still faces various technical obstacles in the field. The Agency has tried to carry out its duties in accordance with Regional Regulation Number 15 of 2011 through routine monitoring, giving directions, and receiving community reports as a form of evaluation. In addition, the existence of an internal supervision and evaluation system, as well as sanctions for violating officers, strengthens the impression that the service is committed to maintaining professionalism and integrity. In terms of transparency, measures such as the emphasis

on the use of official levy tickets and socialization to field officers show the agency's efforts to build an accountable parking management system.

Bureaucratic Structure

The bureaucratic structure in the implementation of the parking policy refers to the clarity of the division of tasks, coordination flows, and administrative procedures between the parties involved, such as the Transportation Office, parking attendants, and supervisory units. An efficient bureaucratic structure is the key to ensuring that policy implementation runs in accordance with regulations and achieves the expected goals. The bureaucratic structure in parking management in Rokan Hilir Regency has a fairly clear division of duties between the Transportation Office, parking attendants, field coordinators, and supervisory officers. The Transportation Department functions as the main policy regulator and supervisor, while the parking attendant is responsible for the technical implementation of levy withdrawal in the field. In addition, the existence of coordinators and supervisory officers also strengthens the bureaucratic chain so that communication and supervision continue to run. Although the division of tasks has been carried out, the effectiveness of the structure still depends on the discipline and execution of the duties of each party. This shows that the formal bureaucratic structure has been formed, but it needs to be strengthened through regular coaching and supervision so that the implementation of policies runs optimally.

The coordination structure between the parking policy implementation units in Rokan Hilir Regency has been formal and quite systematic. The existence of a communication line involving the head of the section, the field coordinator, and the parking officer shows that the flow of information delivery has been clearly designed. Periodic evaluation meetings and direct supervision in the field by a team from the Transportation Department also reflect the existence of an active control mechanism over the implementation of the policy. Although coordination is already underway, the Agency also admits that there are still challenges in the field that need to be improved continuously. This shows that a bureaucratic structure in the context of coordination is available, but its effectiveness still needs to be improved so that the implementation of the policy can run more optimally and consistently at all parking points.

The procedure for handling violations is quite systematic, both against parking officers and the public. The approach used is gradual, starting from reprimands, coaching, to termination of cooperation for officers who repeatedly violate the rules. This shows the commitment of the agency to maintain integrity in the management of parking levies. However, the effectiveness of this procedure depends heavily on the firmness of its implementation in the field and the consistency of the supervision carried out. The involvement of Satpol PP in handling violations from the community also shows that there is cross-agency coordination in law enforcement. However, it is necessary to strengthen in terms of socialization and education so that control actions can be minimized and compliance with policies can increase naturally.

In the implementation of the parking levy policy in Rokan Hilir Regency, the bureaucratic structure in the management of the parking levy has been formed functionally. The

division of duties between the Transportation Agency, parking attendants, and supervisory officers has been explained quite well, although in practice, there is still a need to improve the effectiveness of coordination in the field. A coordination flow between related units is also available, but its implementation is not fully optimal, especially in daily supervision and follow-up of violation reports. Procedures for violations committed by officers and the community have been designed in stages and in a coaching nature, showing an approach that is not only repressive but also educational. The involvement of other parties, such as Satpol PP, in the control process shows that there is synergy between agencies. However, the effectiveness of the bureaucracy is still limited by limited human resource factors, as well as uneven support facilities and the use of technology.

Overall, the bureaucratic structure in the parking management policy in Rokan Hilir Regency has a fairly good framework, but it still needs to be strengthened in technical implementation, cross-unit coordination, and continuous supervision so that the policy can be implemented more efficiently and transparently.

Factors Inhibiting the Implementation of the Parking Service Levy Policy on the Side of Public Roads, Bangko District, Rokan Hilir Regency:

Data and Information Limitations

In the implementation of the parking levy policy in Bangko District, the limitation of accurate and detailed data is one of the inhibiting factors. The levy data available at the Transportation Agency and the Regional Revenue Agency are generally still annual aggregates without a clear separation based on specific sub-districts or parking points. This makes it difficult to comprehensively evaluate the potential levy in the field, because local governments do not have a definite picture of parking points that make a significant contribution and that have the potential to experience revenue leakage.

The management of parking levies still faces limited data and weak transparency of the deposit mechanism. The Transportation Department admits that the levy data it has is still general and only in the form of an annual recap, making it difficult to evaluate in detail the potential of each parking point. This is in line with the statement of the parking attendant coordinator, who stated that the deposits made to the service were not equipped with detailed reports per location, so they themselves did not know for sure whether the incoming deposits were in accordance with the potential of the field. This condition shows that the non-transparent recording and reporting system is one of the main factors that hinder the optimization of parking levy revenue in Bangko District.

In terms of supervision, the Parking Unit also faces challenges in conducting continuous coaching due to the limited number of supervisory officers and the absence of a periodic training system. Meanwhile, the Transportation Agency is aware of this obstacle and is trying to overcome it with direct direction and routine supervision, but it is not fully effective without the support of a formal training system and structural human resource capacity building. Therefore, this human resource problem is not only technical but also has an impact on the credibility and effectiveness of the overall implementation of the

parking policy. In addition, economic limitations also limit access to health services and nutrition education, which are important for *stunting* prevention. Family economic limitations often have implications for barriers to access to health facilities such as posyandu and puskesmas due to transportation costs, so *stunting* prevention interventions are not effective.

Unclear Deposit Mechanism

The unclear mechanism for levy deposits from the parking attendant to the regional treasury is also an inhibiting factor. So far, the deposit flow has been done manually and is not equipped with a detailed recording system. This results in difficulty controlling the actual amount of revenue, thus causing potential leakage in the management of parking levies. The parking levy deposit mechanism in Bangko District is still not transparent and accountable. Deposits made by parking attendants are only submitted manually without being equipped with detailed reports per point, so that the coordinator and the agency do not have valid data to evaluate the suitability between the potential and the actual realization of revenue. This shows that weaknesses in recording, lack of transparency, and lack of supervision are the main factors that cause the parking deposit mechanism to be prone to revenue leakage and hinder the optimization of regional levies. From the results of interviews with parking users above, it can be concluded that there are still significant shortcomings in the provision of parking supporting facilities and infrastructure. The absence of adequate road signs and markings confuses users and has the potential to cause traffic disorder. In addition, the low distribution of levy tickets reflects weak control in the parking management system and has the potential to cause leakage of regional revenue. This shows that the implementation of the parking policy still needs to be strengthened, both in terms of officer supervision and the completeness of facilities in the field.

CONCLUSION

Based on the results of the research and discussion above, conclusions can be drawn regarding the implementation of the public roadside parking levy policy in Bangko District. Several indicators affect the implementation of the policy; therefore, the researcher explained the conclusion. The implementation of the levy policy for parking services on the side of public roads in Bangko District, Rokan Hilir Regency, has not run optimally. From the aspect of communication, the socialization of parking rules and rates is still uneven to parking attendants and the public. In terms of resources, the number and competence of officers and supporting facilities are still limited. In terms of disposition, despite the commitment of the implementers, the practice in the field has not been consistent with the rules. Meanwhile, in the bureaucratic structure, coordination between related agencies has not been effective, affecting the performance of parking management. The main obstacle factors in the implementation of this policy are the lack of socialization and coordination, the limited number and quality of human resources, the lack of supporting facilities, and the uneven implementation of the ticket system. This has an impact on the main policy goals that have not been achieved, namely improving public services and optimizing Regional Original Revenue (PAD).

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