

Implementation Of Electronic Parking Terminal (Tpe) Policy In The Regional Public Services Agency (Blud) Parking Department Of Transportation In Bandung City

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ABSTRACT

One of the receipts for regional retribution is the revenue from regional levies. Parking levies on public roads are one of the regional levies that contribute to local revenue. The Bandung City Government has implemented the Electronic Parking Terminal (TPE) program as an effort to minimize parking problems in the city of Bandung and to increase parking retribution income. The purpose of this research is to find the implementation of TPE still has many problems. TPE does not run optimally, people still choose to pay the parking attendant. The research uses a descriptive qualitative approach regarding the implementation of the Electronic Parking Terminal Program (TPE) Policy in the Regional Public Service Agency (BLUD) Parking at the Bandung City Transportation Service. Data collection techniques used there are to 9 informants, consist of 3 employees of BLUD Parking, 3 peoples attendant of parking and 3 peoples as parking user community. The data analysis uses the data reduction method, and data presentation, while the data validation test uses triangulation. The results of the study indicate that the implementation of the TPE Policy in Bandung City has been implemented but is not optimal, this is indicated by the fact that there are still many users who prefer to pay for parking to the parking attendant. And the ineffectiveness of socialization from the implementers of this program policy so that many people are not aware of the Electronic Parking Terminal program. Several efforts have been made to overcome the obstacles that occur, including by providing education and outreach to all related elements, recruiting employees, increasing the competence of existing Human Resources, conducting periodic coaching and giving rewards, and making proposals for regional regulations to the Legislative.

Keywords:

Implementation, Policy, Electronic Parking Terminal Program (TPE)

Introduction

Since the implementation of regional autonomy, local governments have been given the authority to manage their own households. Referring to Law Number 32 of 2004 concerning Regional Government and Law Number 33 of 2004 concerning Financial Balance between the Central Government and Regional Government, it is the responsibility of each region to meet the needs of their respective regions. The city of Bandung is one of the cities that has considerable potential in receiving Regional Original Income (PAD), one of which is sourced from parking fees. (Nurmawan, Saadah, and Suwondo 2019).

The implementation and management of parking fees in the city of Bandung are carried out by an organizing body in the local government of the city of Bandung, namely the Regional Public Service Agency (BLUD) which is under the Bandung City Transportation Service. BLUD is a parking management agency independently without having to depend on the Regional Revenue and Expenditure Budget (APBD). As a public service function, the Bandung City Transportation Service provides parking services to the community managed by the Regional Public Service Agency (BLUD). Parking is required to meet the needs of the community in terms of providing parking spaces or land for adequate, comfortable, and safe parking.

The implementation and management of parking in the city of Bandung are regulated in Regional Regulation Number 04 of 2017, so that there are no violations in management that cause harm to the parking user community, even in the form of violations of the law, namely illegal levies. There are several problems in the implementation of parking in the city of Bandung. (Fasha 2020). As for efforts to reduce and resolve parking problems that occur in the city of Bandung, the Bandung city government established a parking program based on technology and information, which is in line with the Bandung City Medium Term Development Plan (RPJMD) 2014–2018 as one of the embodiments of the policy direction. utilization of information technology in the recording and management of regional retributions. Currently, the Bandung City government continues to

improve public services, one of which is parking services. Parking which is carried out based on technology is known as the Electronic Parking Terminal (TPE). The purpose of using this TPE is to improve parking administration which previously felt inadequate and to minimize illegal parking fees (Qohar 2018). TPE was chosen to replace the manual parking system with a parking attendant who acts as the recipient of the parking retribution in cash. This manual system provides an opportunity for leakage of parking fees. (Amaliya, 2017).

The real form to improve parking services in the city of Bandung is the installation of 445 Electronic Parking Terminal (TPE) machines at several points or locations in the city of Bandung, the installation of the TPE is an effort to eliminate the practice of illegal parking in the city of Bandung which is increasing occurs and of course, this will be detrimental to the revenue of the city of Bandung. The operation of electronic parking machines in the city of Bandung shows a positive impact on parking retribution income, namely a significant increase in revenue originating from parking fees. This can be seen in the five days since the start of operations, namely from 17-21 July 2017, an increase in revenue. (Miftah, 2017). The increase in revenue from parking retribution receipts certainly has a positive contribution to the smooth development and public services for the people of Bandung City. The implementation of the TPE program managed by the BLUD under the Bandung City Transportation Service is carried out by parking attendants who have an average age of over 40 years and with the majority of education levels being elementary and junior high school graduates, reaching 80% of the total number of parking attendants. This is an obstacle in the implementation of the TPE program.

The Bandung City Government through the Department of Transportation implemented this TPE program as a solution to minimize and eliminate problems related to parking in Bandung City, but in reality, there are still obstacles to its implementation. The TPE that has been installed on several streets in the city of Bandung is not functioning optimally, many parking users/communities still choose to pay for parking to the parking attendant, with the reason that paying for

parking conventionally through a parking attendant becomes more efficient because the rates are flat. The next problem is the lack of socialization from the implementers of the TPE program policy so that the public, especially parking users, does not know about the program. This is indicated by several factors including the lack of optimal communication carried out to achieve the objectives of implementing the TPE program policy, and also not optimal resources and dispositions of policy implementers in supporting the implementation of the TPE program policy in Bandung City, so the implementation of the TPE program policy has not achieved its objectives.

This study aims to determine whether the TPE policy in Bandung is successful or not. The process of implementing this policy must be supported by various parties so that the goal of maximizing PAD from the parking retribution sector can be achieved. Given this parking service levy has a very high potential to get regional treasury income so as to realize a sustainable development process. (Putri Ayu Ningsih 2018). Based on the above background, there are two research questions, namely how the implementation of the electronic parking terminal policy in the city of Bandung; and what factors influence the implementation of the electronic parking terminal policy in the city of Bandung.

Literature Review

Public Policy and Policy

In general, the term "policy" or "policy" is used to indicate the behavior of an actor, for example, an official, a group or a government agency, or several actors in a particular field of activity. Policies can be linked to the principles and priorities adopted by the government into an issue or not translated into action. Not all policies bring about change in some cases, the policy goal is sustainable, and public policy is assumed to be carried out by the government as a decision-maker.

The definition of policy put forward by Anderson in Nugroho (2009:83) defines policy: as "A relative stable, purposive course of action followed by an actor or set of the actor in dealing with a problem or matter of concern." (Riant 2009). The

policy is a direction of action that has an intention set by an actor or a number of actors in overcoming a problems.

Mulyadi (2015:1) defines that, Public Policy can be viewed as a continuous and interrelated process carried out by the government together with stakeholders in regulating, managing, and resolving public affairs, public problems, and existing resources for the common good. (Mulyadi 2015) "Public policy is several government activities to solve problems in society, both directly and through various institutions that affect people's lives". It can be understood that public policy is an activity carried out by the government to be able to solve problems that exist in the community either directly or indirectly through government institutions that can have an impact on the survival of the people around them. (Taufiqurakhman 2014)

Carl I. Friedrich explained that public policy is a series of actions proposed by a person, group, or government in a certain environment, with existing threats and opportunities, where the proposed policy is aimed at exploiting potential as well as overcoming existing obstacles to achieve certain goals. (Riant 2009). Dye stated that in the policy system there are three elements, namely "(a) policy stakeholders, (b) policy actors, and (c) policy environment. (Widodo 2021). James E. Anderson classifies the types of public policies as follows.

- a) Substantive and Procedural Policies. The policy is seen from the substance of the problems faced by the government.
- b) Distributive policy. Policies governing the transfer of the allocation of wealth, ownership, or rights. For example, the policy on land acquisition is in the public interest.
- c) Regulatory policy. Policies that regulate restrictions/prohibitions on actions/actions. For example, the policy regarding the prohibition of possessing and using firearms.
- d) Material Policy. Policies governing the allocation/providing of tangible material resources for recipients. For example, the policy of making a simple house.

- e) Public Goods and Private Goods Policies. Policies that regulate the provision of goods/services by the government for the benefit of the people. Not all public policies have the same priority for processing. This is determined by a screening process through a series of criteria. (Anggara 2016).

1. Policy Implementation

Policy implementation or often referred to as policy implementation is one of the activities or an important aspect of the entire policy process. This policy implementation stage is the stage where we can see how or to what extent the government is working or in other words the process carried out by the government to carry out the policy in the field in achieving the expected goals. Policy implementation in a broad sense is the process of operationalizing or implementing activities that have been determined by the law and become a mutual agreement between various stakeholders (Stakeholders), actors, organizations (public or private) procedures, and synergistic techniques that are driven to work together to implement policies in certain desired directions. (Wahab 2017).

Policy implementation is a series of activities carried out based on laws that have been made and agreed upon by stakeholders which in its implementation require support in the form of synergy with all parties to achieve the objectives of the Public Policy itself. Public policy is carried out by the government as a decision-maker, which emphasizes the problems that exist in the public, then discussed, constructed, defined, and attempted to be appointed as a policy agenda. (Mulyati, Y, 2020). In the policy implementation stage, it is necessary to support resources and develop a policy implementing organization, and incentives and sanctions mechanisms must be implemented so that the implementation of a policy runs well. (Abidin 2016). Daniel A. Mazmanian and Paul Sabatier as quoted in Solihin Abdul Wahab's book (2008:65), is to understand what happens after a program is declared valid or formulated which is the focus of attention on policy implementation, namely events and activities that arise after its ratification. guidelines for state policies that include both efforts to administer

them and to cause real consequences/impacts on the community (Wahab 2017). In this regard, Meter and Horn in Winarno (2008:102) provide implementation limits as Actions taken by individuals or groups of government and private sector that are directed to achieve the goals that have been set in the previous policy decisions.

The obstacles that arise in implementation are the result of a complicated and complex process, these obstacles become obstacles to the success of an implementation and can even lead to failure of implementation. Constraints are divided into three groups of variables that affect the success of implementation. The implementation failure was caused by the following factors: a) The parties involved in the implementation do not want to cooperate with the policy; b) The parties involved have worked inefficiently or half-heartedly; c) The parties involved do not master the problems at hand; d) The possible problems encountered are beyond the reach of the powers of the parties involved in the implementation. (Wahab 2017).

2. Policy Implementation Models

Several models and factors that influence policy implementation according to George C. Edwards III in Winarno explain four crucial factors or variables in the implementation of public policy (Winarno 2016):

- a) Communication. Three important aspects or factors in the policy communication process are transmission, consistency, and clarity.
- b) Resource. Staff, powers, facilities, and financial resources.
- c) Disposition or Behavior. The character and characteristics of the implementor, such as willingness, commitment, honesty, and democratic nature. If the implementor has a good disposition, then he or she will be able to carry out policies well as desired by policymakers.
- d) Bureaucratic Structure. With regard to the suitability of the bureaucratic organization that is the organizer of the implementation of public policy, there are two main characteristics of bureaucracy, namely basic working

procedures or Standard Operating System (SOP) and Fragmentation. (Winarno 2016).

Donald S. Van Meter and Carl E. Van Horn explain an implementation model, assuming that "Policy implementation runs linearly from public policy, implementor and public policy performance. This public policy implementation model is influenced by six variables, namely: a) Policy standards and objectives must be clear and measurable. b) Resource. c) Relations between Organizations. d) Characteristics of implementing agents. e) Social, political, and economic conditions. f) The position of the implementor consists of three important things, namely: a) the response of the implementor to the policy, which will affect his willingness to implement the policy; b) cognition, namely his understanding of the policy; c) the intensity of the implementor's disposition, namely the value preferences of the implementor. (Donald S. Van Meter 1975).

3. Electronic Parking Terminal (TPE)

To regulate the mechanism for collecting roadside parking levies, in the city of Bandung based on Regional Regulation no 4 of 2017 and Kepwal.no. 551/648-DisHub/2017, one of the implementations of these regulations is the placement of Electronic Parking Terminal (TPE) machines spread across 57 roads in the city of Bandung.

Table 1: Road section for TPE placement in Bandung

No.	The name of Street	Qty	No.	The name of Street	Qty
1	Leuwi Panjang	9	31	Kemuning	4
2	Astana Anyar	9	32	Cihapit	5
3	Pajagalan	5	33	Taman Pramuka	7
4	Pagarsih	9	34	Cilaki	16
5	Kalipah Apo	6	35	Hasanudin	6
6	Cibadak	9	36	Surya Kencana	5
7	Dalam Kaum	8	37	Imam Bonjol	4
8	Sudirman	22	38	Tengku Umar	5
9	Gardu Jati	5	39	Japati	5
10	Jamika	24	40	Cisangkuy	11
11	Dewi Sartika	4	41	Cimanuk	3
12	Alkateri	4	42	Ciliwung	8
13	Suniaraja	4	43	Progo	7
14	Rangga	5	44	Ambon	7
15	Ranggagading	5	45	M. Toha	14
16	Taman Sari	6	46	Lengkong Kecil	17
17	Badak singa	1	47	Lengkong Besar	10
18	Cihampelas	7	48	Karapitan	9
19	Pajajaran	15	49	Burangrang	9
20	Sultan Agung	6	50	Halimun	6
21	Tronojoyo	5	51	Malabar	4
22	Bahureksa	4	52	Talaga Bodas	4
23	Sumatra	7	53	Lodaya	7
24	Lembong	2	54	Palasari	6
25	Naripan	2	55	Gatot Subroto	4
26	Jawa	3	56	Ahmad Yani	34
27	Vandeventer	5	57	Cianjur	5
28	Otista	17			
29	Kebon Jati	10			
30	Baranang siang	5			
Amount of TPE :			445		

Electronic Parking Terminal (TPE) which is often called e-parking is a meter-based parking system that works electronically and is designed with a computerized system based on real-time. The TPE is equipped with a color video screen feature, a payment system using an electronic money card or e-money, buttons controlled by software, an alphanumeric keyboard, and voice delivery. The physical form of TPE is a red block that is approximately 1.5 meters high. TPE only accepts payments via electronic money cards provided that the balance is sufficient to pay for the required parking services. Electronic money cards are issued by banks, both private and state banks.



Figure 2: TPE machine

Methods

This study uses a qualitative descriptive method with an emphasis on processes and meanings that are not tested, or measured precisely, in terms of quantity, amount, and intensity. (Rulam. 2014). Sugiyono (2017:9) defines: "Qualitative research methods are research methods based on the philosophy of postpositivism, used to examine the condition of natural objects, (as opposed to experiments) where the researcher is the key instrument, data collection techniques are carried out by triangulation (combined).), data analysis is inductive/qualitative, and the results of qualitative research emphasize meaning rather than generalization. (Sugiyono 2017). The opinion of Anggito and Setiawan (2018: 8) who define: "Qualitative research is the collection of data in a natural setting with the intention of interpreting the phenomena that occur where the researcher is the key instrument. Retrieval of data sources is done purposively and snowball. (Anggito, Albi dan Setiawan 2018). There are 9 informants consisting of Consists of 3 employees at the Regional Public Service Agency (BLUD) Perpajakan Bandung City Transportation Service, 3 parking attendants, three people as representatives of the Society for Electronic Parking Terminal users in the city of Bandung.

1. Data Collection Techniques. Data collection techniques are the most strategic step in research because the main purpose of research is to obtain data. Because this research is qualitative research, the data collection techniques in this study use the following techniques: interviews, documentation studies,

observation notes, audio recordings, video recordings of secondary data collection from books and the web, and triangulation. (Kadji 2016).

2. Data Processing Techniques. Data processing is the researcher's exposure to treating the data to get the correct research results. The stages of data processing carried out in this study were data collection, then grouped according to type or purpose based on the subject matter, and the data obtained were analyzed as research testing materials. The data that has been collected and grouped correctly must be analyzed using theories, studies, or scientific truths to get conclusions. (Sugiyono 2017)
3. Data Analysis Techniques. Data analysis is the process of systematically searching and compiling data obtained from interviews, field notes, and documentation, by organizing the data into categories, breaking them down into units, synthesizing them, arranging them into patterns, choosing what is important and what is important. to be studied, and draw conclusions so that they are easily understood by themselves and others. (Sugiyono 2017)

The data analysis techniques used in qualitative research, especially in the field of public administration, can at least provide two forms of model analysis in qualitative data analysis, namely the interactive model analysis of Miles and Huberman (1992) and the analysis of the Spradley (1980) model of Glaser and Strauss (1967).) and Huberman (1992). (Sugiyono 2017) In this study, an interactive analysis model is used whose explanations are obtained from data reduction, data presentation, data verification, and drawing conclusions.

In qualitative research, data verification is carried out continuously throughout the research process. Data verification is the process of formulating the meaning of research results expressed in short sentences that are solid and easy to understand and is carried out by repeatedly reviewing the truth, especially with regard to its relevance and consistency to the title, objectives, and problem formulation. Furthermore, it is stated in the form of a tentative conclusion. In the stage of concluding the categories of data that have been reduced and presented for further progress to the final conclusion, they are able to answer the problems/focus and sub-focus of the research formulated. With increasing data through continuous verification, a grounded conclusion is obtained.

1. Determination of Informants. In qualitative research, the researcher enters certain social situations, and conducts observations and interviews with people who are deemed to know about the social situation. Determination of data sources on interviewees is done purposively, which is chosen with certain considerations and goals. (Sugiyono 2017)

Based on the above understanding, the determination of informants in qualitative research is left to the consideration of researchers by the aims and objectives of the research. The determination of informants in this study, as many as people who will be interviewed based on the needs of the required data.

Location The research was conducted at the Regional Public Service Agency (BLUD) Parking Department of Transportation Bandung City which is located at Jl. Kb. Jeruk Andir District, Bandung City Phone. (022)5220768.

Research Results and Discussion

Description of research data is an explanation of the data that has been obtained from research observations. In research on the analysis of the implementation of the TPE Program policy in the BLUD Parking Dishub Bandung, the author uses the theory of policy implementation indicators according to Edward III. (Subarsono. 2015).

One of the goals of the SDGs at point 9 is, to build a resilient infrastructure, support inclusive and sustainable industrialization, and foster innovation. A safe and orderly area is a goal to be achieved by the government, especially in Bandung. To ensure continuity between security and order that is implemented from the implementation and control of parking in the city of Bandung, so that the people of the city of Bandung feel the benefits, the concept of Electronic Parking is part of the scenario of managing an area, which is an important aspect in the process of sustainable development (sustainable development), namely building resilient infrastructure, supporting inclusive and sustainable industrialization, and fostering innovation.

1. Resources

According to Edward, the implementation order will be carried out carefully, clearly and consistently, but if the implementers lack the necessary resources to implement the policies, then the implementation will not be achieved effectively. Thus, resources become an important factor in implementing public policy. The most important resource in implementing the policy is staff. Amount or quantity is not something that always has a positive effect on Policy Implementation. However, there are several other factors that support the implementation of the TPE policy, the level of education also greatly influences the success of the TPE policy implementation. Human Resources assigned to the implementation of the Electronic Parking Terminal (TPE) policy which is managed by the Regional Public Service Agency (BLUD) under the Bandung City Transportation Service, the average number of parking attendants is over 40 years old, which is 30% of the total parking attendants with the education level of parking attendants graduating from elementary and junior high schools reaching 80%.

Parking attendants must have the necessary skills to carry out their work. The lack of personnel as trained parking attendants will hinder policy implementation. In addition, facilities and infrastructure are important resources in implementing the TPE policy. Adequate office facilities strongly support the

implementation of TPE. In the implementation of parking managed by BLUD UPT Bandung City, the officers as supervisors on the implementation of TPE Parking in Bandung City do not yet have adequate staff, who can understand and know what to do and do not understand that they have the authority to do so. by forming a Parking Administration Area Coordinator or what is often called KWAP. Conduct coordination and briefing meetings before KWAP members are on duty so that when performing their duties they already know what they will do in the field.

Information is the second important source in policy implementation, information on how to implement a policy and information also shows data on the compliance of other personnel with government regulations. Lack of information will have an impact on knowledge of how to implement some policies and has some direct consequences and this becomes one of the constraints on resources. The Parking BLU has carried out guidance and provided a lot of the latest information to parking attendants, the implementation of the guidance was carried out with the existing budget. The budget for the annual coaching is only given to 300 parking attendants, out of 1500 people. Since 2019 BLUD UPT Parking of Bandung has provided guidance to approximately 500 parking attendants so that they know what information to do when carrying out their duties. The program is implemented in stages because it is related to the budget, so it is carried out in stages.

Lack of information will have an impact on knowledge of how to implement some policies and has some direct consequences and this becomes one of the constraints on resources. Information in resources on the implementation of the electronic parking terminal program (TPE) policy has carried out guidance and provided a lot of the latest information to parking attendants, the implementation of the guidance was carried out with the existing budget. The budget for the annual coaching is only given to 300 parking attendants, even though the number of parking attendants is more than 1500 people. Since 2019 BLUD UPT Parking of Bandung has provided guidance to approximately 500 parking attendants with

the aim that they know what information to do when carrying out their duties. It is hoped that the guidance can be followed by all parking attendants, but that is something that cannot be done because it is related to the budget, so it is carried out in stages. Rewards are still in the discourse, we have created a parking management information system, and as an attraction to parking service users, we offer a reward for parking service users who use the most TPE. One form of reward offered to park service users is the Umrah program and several other reward offers. However, this program was hampered due to budget constraints, and due to the COVID-19 so the reward program had not yet been implemented. Thus the information has been carried out in the BLUD UPT Parking in Bandung City well, although there are still some things that need to be added and improved.

Rewards are still being discussed, namely by creating a parking management information system, as an attraction to parking service users, and providing a reward offer for parking service users who use the most TPE. According to Edward, the disposition of policy implementers is the third factor that has important consequences for effective policy implementation. If the implementers have a favorable attitude towards a particular policy, and this means there is support, they are more likely to implement the policy as the decision-makers intended.

Authority

limitations or lack of authority to implement a policy properly. If there is no formal authority, this is parking attendants are authorized to provide direct education to parking service users, to assist in the use and introduction of Electronic Parking Terminal (TPE) machines. The authority has been exercised in the implementation of the TPE Program at the BLUD UPT Parking in the city of Bandung, but its implementation still requires additional budgets and some improvements in its implementation.

Physical facilities/ Facilities and infrastructure are important sources in implementation. An implementer must have adequate staff, who must be carried out and have the authority to carry out his duties but without a building as an

office to carry out coordination, without equipment, without debriefing, it is very likely that the planned implementation will not succeed. continuously provide guidance to the community in terms of implementing the TPE program, with plans to add supervisors, as well as install CCTV and Microphones. Supervision is carried out every day, using a serum filling machine to control the machine and the income data that has been entered in each region. To provide these two tools requires a fairly large budget. As a solution before providing these tools, we recruited TPE supervisors who were stationed in each region.

The main source of parking management funds comes from parking retribution receipts which are managed by the parking BLUD. BLUDs have flexibility, meaning that any incoming money can be used for all operational costs at the Parking of BLUD, but the use of these funds must be based on the established DASK (Work Unit Budget Document). The second is sourced from the APBD, if the BLUD funds for operational activities are still lacking, they can apply through the APBD. The amount of funding assistance from the APBD depends on how short it is to meet the needs of the BLUD. So far, BLUDs have been able to carry out all of their activities with funds originating from parking fees that are included as BLUD revenues, even if the incoming funds exceed the expenditure budget, in other words, the BLUD has a surplus.

Barriers to disposition occur when the behavior or perspective of the implementers differ from those of decision-makers, then the process of implementing a policy becomes increasingly difficult. This results in an interpretation of the policy in question and if this happens it will make it more difficult to implement the policy, too free an interpretation of the policy will further complicate effective implementation and it is very likely that the implementation will deviate from its original purpose.

The BLUD plan is related to parking electronic terminals that can be integrated with parking e-money cards that can be used throughout Indonesia, and all TPE machines can be accommodated or integrated with other electronic money such as; gopay, OVO, shoppe pay, etc. BLUDs have conducted

socialization and potential testing through mass media, and electronic media and have conducted education/direction to the public, as well as to supervisory staff. However, the implementation of the socialization cannot be carried out optimally, this can be seen from the decrease in revenue, so that the socialization program on social media and on electronic media has not been implemented because it requires a large enough cost, while the available budget is very limited.

BLUD has made a plan for giving rewards to parking attendants who excel, namely to those who receive the most revenue and reach the target. In determining the plan, it must be supported by regulations, but regulations that have not been made there are 18 PERWAL, 5 KEPWAL, and 16 SOPs which in this case are to support the optimization of the Implementation of the Electronic Parking Terminal Policy in the City of Bandung, with the covid-19 pandemic, the stipulation of regulations become blocked.

The TPE program in the BLUD UPT Parking of the Bandung City Transportation Service already has an SOP, this shows that the implementation of the TPE program policy has been implemented well although improvements still need to be made in its implementation.

Barriers to the Implementation of the Electronic Parking Terminal (TPE) Policy in the City of Bandung, there is still a lack of communication with parking attendants in the Implementation of the TPE Program at the BLUD UPT Parking Dishub Bandung. It can be seen that there are still difficulties in understanding the directions given by the BLUD UPT Parking Dishub Bandung City. This obstacle occurs because of the age factor, from a total of 1500 parking attendants, there are 450 parking attendants who are over 40 years old, and also due to the low level of education of the parking attendants, on average, elementary and junior high school graduates, which amount to 80% of the 1500 parking attendants. There are 1200 parking attendants who have elementary and junior high school education. Lack of facilities and human resources (HR). The need for employees as supervisors at the BLUD UPT Parking Dishub Bandung is 203 people, but in fact, the supervisory officers are only 40 people. In order to meet the needs of human

resources, recruitment has been carried out, namely adding new officers which were originally only as many as 31 new officers, however, looking at the human resource needs there is still a shortage of 132 people.

Another obstacle is the lack of supporting equipment facilities in the implementation of the TPE Program in the city of Bandung, namely the lack of CCTV and microphones at the TPE location. Even though these two tools are really needed. The Efforts have been made to overcome obstacles in the implementation of the Electronic Parking Terminal Program Policy at the BLUD UPT Parking at the Bandung City Transportation Service, namely by providing regular and continuous education, either directly or indirectly. In an effort to improve the competence of employees, especially in the field, BLUD UPT Parking provides training and provides guidelines or guidelines to be used as references in carrying out their duties in the field.

Another effort is to add employees of the BLUD UPT Parking for the field of supervision, and also to form the Head of the Parking Administration Area (KWAP) to assist in the supervision and an extension of the Head of the Technical Implementation Unit. Making proposals for regional regulations to the Legislative Body by making academic documents or proposals for regional regulations to the Legislative Body, to process the making of regional regulations, to support the implementation of the Electronic Parking Terminal Program policy in the city of Bandung.

Conclusion

Based on the results of research and discussion regarding the Analysis of Policy Implementation of the Electronic Parking Terminal Program (TPE) in Bandung City, the authors can conclude as follows: The implementation of the TPE Program policy in the City of Bandung is not optimal, this is indicated by, communication has been running but in its implementation, it is not optimal, there are still service users who do not know the TPE program, while communication to parking attendants is good, all parking attendants already know the program TPE. Resources are not in accordance with the needs of both the number, quality, and

competence of employees. Facilities and infrastructure are not adequate so they cannot support the implementation of TPE program policies. The source of funds (budget) is still inadequate, so the implementation of the TPE policy has not been fully implemented. Work units for program implementation in implementing TPE policies in Bandung City already exist but have not been supported by adequate human resources both in terms of quantity and quality. The disposition and bureaucracy in the parking lot BLUD UPT at the Bandung City Transportation Service Office have been going well, this can be seen from the SOPs that have been made and have been implemented by all work units in the parking BLUD UPT, although improvements still need to be made.

Barriers to the implementation of the TPE program policy in the City of Bandung, the BLUD UPT Parking Dishub Bandung experienced several obstacles, namely, the lack of communication to the public as parking service users, as well as the quality and quantity of resources in implementing the TPE policy, there are still employees who have a poor disposition. good. There are no regulations that confirm the Implementation of the Electronic Parking Terminal Program (TPE) Policy in the City of Bandung.

Efforts to overcome obstacles are carried out by providing education to related work units to optimize communication, recruiting new employees and providing training to all existing employees (parking attendants) so that their competence can be improved, conducting periodic coaching, and providing rewards for parking attendants who achieve the target and are also given to service users who often use the Electronic Parking Terminal (TPE) service, as well as make proposals for Regional Regulations to the Legislative Body in the context of implementing the TPE program so that it can be accepted and implemented by the community as service users.

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