

Implementation of E-Parking Policy for Modern Parking Management at Mutiara SIS Al-Jufri Airport, Palu City



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ABSTRACT: This research aims to determine the implementation of the E-Parking Policy for Modern Parking Management at Mutiara Sis Al-Jufri Airport, Palu City. This research uses a qualitative method with a descriptive analysis approach. The location of this research is at Pearl Sis Al-Jufri Palu Airport. Data collection techniques use interviews and documentation. The data analysis technique is carried out in stages: 1) Clarifying the data; 2) Grouping data; 3) Processing data; and 4) Describe the data as a whole. The theory used in this research is the policy implementation model proposed by Grindle (1980) which includes content and context policy

Based on the results of the research that has been carried out, it can be concluded that the implementation of the E-Parking Policy for Modern Parking Management at Mutiara Sis Al-Jufri Airport, Palu City has not gone according to expectations. In the Content Policy it can be seen that only indicators of program implementation are running because the process involves a third party who understands the implementation of e-parking. However, the Benefits indicator that is affected does not appear to be working well because it only focuses on the electronic infrastructure facility program supporting the use of E-Parking cards, on the Benefit Type indicator it is not yet running due to the need for further improvements in terms of infrastructure, on the Degree of Change indicator there is a lack of services provided. to the public and airport management, in the Policy Maker Position indicator it is seen that card rates are quite expensive for some people, and in the Resources indicator it is seen that there is a shortage in terms of human resources or e-parking implementers at the airport. Meanwhile, in the Context Policy (Implementation Environment), it can be seen that all indicators are not working well, in the Strength, Decision and Strategy indicators of the actors it can be seen that they seem to ignore society as the party receiving the impact of a policy, in the Characteristics of Institutions and Authorities indicators it is seen that the parties The airport seems unwilling to be blamed if there is a failure in the policy implementation process, showing an arrogant attitude from some policy implementers, and the Compliance and Responsiveness indicators have not gone well due to the lack of public compliance in complying with the e-parking policy and the lack of responsiveness of e-parking employees.

KEYWORDS: Policy Implementation, Content Policy, Context Policy, E-Parking

INTRODUCTION

This research aims to determine the process of implementing the e-parking policy implemented at the Pearl Sis Al-Jufri Airport, Palu City. The transportation sector is one of the main contributors to urban externalities (Calthrop & Proost, 1998; Solecki et al., 2015; Woodcock et al., 2009). This has an impact on parking problems. Parking problems are classic in big cities, because they have been happening for years (Ilham, Yutanto, Shonhadji, & Ekaningias, 2020). Parking service facilities have become a substantial problem that often occurs in large cities and developing cities in Indonesia (Asidin, Jinca, & Sitepu, 2017). Parking is a non-temporary state of not moving a vehicle. According to the Road Traffic and Transportation Law, parking is a situation where a vehicle stops or does not move for a while and is left by the driver.

An airport or air harbor is an infrastructure built as a place for aircraft to land and take off. Airports generally have runways and aircraft parking areas, but some airports are starting to add facilities that can make things easier for airport operators and airplane passengers. The airport supporting facilities include runways, taxiways, aprons and terminal buildings as well as parking lots for visitors' vehicles. The use of transportation modes has a very important role in the process of development and economic development of a region. One of them is the use of air transportation. Increasing economic growth and globalization cause the need for services to increase, causing the level of use of air transportation to also increase. One of the means of using air transportation is Palu's Mutiara Sis Al-Jufri Airport. Palu's Mutiara Sis Al-Jufri Airport is the main facility in the air transportation sector in Central Sulawesi, especially in Palu City itself. Currently, the increasing number of passengers continues to increase

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from year to year, causing an increase in the number of airline flights in a region, especially in conditions of economic development that continue to increase like today. This explains that the territorial boundaries of a region are no longer a barrier and obstacle in carrying out work activities.

In building optimal services at Mutiara Sis Al-Jufri Palu airport, the Palu City Government has officially handed over the management of parking and assets in the form of land whose ownership has been released to BLU UPBU Mutiara Sis Al-Jufri Palu. This handover was marked by the signing of a Memorandum of Understanding (MoU) / Cooperation Agreement (PKS) for parking management and handover / grant of airport land, in this case carried out directly by the Mayor of Palu, Mr. H. Hadianto Rasyid SE and the Head of the BLU UPBU Office Mutiara Sis Al-Jufri Palu, Mr. Ubaedillah SE, MM and the Head of Palu City Transportation Department, Mr. Moh Arief Lamakarate S.STP, M.Sc. The signing of the Memorandum of Understanding (MoU) and Cooperation Agreement (PKS) was witnessed directly by the ranks of the Palu City Government, in this case the Administrative Assistant for Welfare and Welfare, the Head of the Palu City Bappeda, the Head of the Palu City Transportation Service, the Palu City Secretary, the Head of the Government Division of the Palu City Regional Secretariat, Head of Public Relations of the Regional Secretariat of Palu City, Head of Assets of the BPKAD of Palu City, Head of the Cooperation and Regional Autonomy Subdivision of the Regional Secretariat of Palu City, Head of the Governance Subdivision of the Regional Secretariat of Palu City, Head of Regional Administration of the Regional Secretariat of Palu City, Head of Documentation and Information Subdivision, Head of the Assets Section of BPKAD of Palu City, Head of Parking Department of Transportation Palu City. Also present from Mutiara Sis Al-Jufri Palu Airport were the Chair of SPI, Head of the Finance and Administration Sub-Section, Head of the Cooperation and Services Section, and Secretary of the Supervisory Board of BLU UPBU Mutiara Sis Al-Jufri Palu. As Head of Office, Mr. Ubaedillah in his speech said that what was being done today was a joint effort to improve governance and thanked the Palu City Government for handing over assets in the form of land which of course would be utilized as well as possible for the progress of Mutiara Sis Al-Airport. Jufri Palu in the future. Kabandara also said that regarding the parking management which has been handed over to the airport, efforts are being made to manage it professionally and modernly by a third party who has been selected through a beauty contest which is expected to make a real contribution to the progress of Palu City. On this occasion, the Airport Head also asked for support from all parties, especially the people of Palu City, to be able to assist the Airport in improving services.

In improving this service, the E-Parking or electronic parking policy has been implemented in several countries. as was done in Spain or more precisely in the city of Barcelona, where the e-parking scheme was implemented without providing further information to the public as renters of e-parking services (Albalate & Gragera, 2022). Meanwhile, in Morocco, this e-parking policy has been implemented well because it takes into account aspects of mobility, price efficiency and the needs of the community as users of e-parking services (Jioudi et al, 2019).

In Palu City, H. Hadianto Rasyid, SE as the mayor of Palu officially launched the E-Parking program or non-cash parking for E-Parking Payments, one of the locations is at Palu's Mutiara Sis Ajufri Airport, which has implemented electronic vehicle parking payments (e -parking). All visitors who will enter the airport area are required to have an electronic parking card. In general, e-Parking can use the Quick Response Code Indonesian Standard (QRIS) method which is available on mobile banking applications and a number of e-wallets such as OVO, Gopay, Link Aja and fund applications. Payment via QRIS is a standardization of payments using the QR Code method from Bank Indonesia (BI) so that the transaction process using QR Codes becomes easier, faster and more secure with non-cash payments. QRIS integrates all payment channels into one, so that transactions can occur between financial service providers. The Mayor of Palu, H. Hadianto Rasyid SE, said at the launch that the cooperation between the Palu City Government through the Transportation Department includes cooperation with Smart City Palu. "With the hope that Palu City can become a Smart City, one of the things that must be encouraged is that the contribution made by the community through parking can go into the regional treasury and then it can really become a potential regional revenue which the community will then feel the benefits of," Mayor admits that what the City Government is doing, there will be many challenges that must be overcome in the future. So evaluation must be carried out to improve it, so that this program really runs well. This program, said the Mayor, is an effort by the Palu City Government to encourage people to immigrate to the world of digitalization. This is also an effort by the Palu City Government to issue regional revenue management, so that the potential regional revenue does not fall into the hands of irresponsible individuals. The Mayor said that crime is not caused by the perpetrator, but by opportunity, therefore the Palu City Government minimizes such things. More specifically, the implementation of the E Payment parking system at the airport will begin on the first of December 2021. Even though there has been outreach regarding the use of this parking system, there are still many residents who do not know about the implementation of this system. The Mayor of Palu, Hadianto Rasyid, responded well to the parking system implemented by Palu's Mutiara Sis Aljufri Airport. The Mayor of Palu immediately tried this parking system by driving his own official vehicle when the e-Parking was first implemented at Palu's Sis Al-Jufri Airport (Sulteng Raya, 2022).

Based on data released by Mutiara Sis Al-Jufri Airport, Palu City, it is known that in September 2023 the number of public vehicles, both motorbikes and cars, entering the airport was 40,068 units, in October 2023 there were 41,857 units and in November 2023 there were 43,773 units. units.

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If we look at the implementation of this policy, it can be considered that it is still not working well based on the data and the results of observations made by researchers. Researchers found in the field that there are still several inconsistencies in the regulations that have been set by the Sis Al-Jufri Airport Manager in Palu, especially in the Regulations of the Minister of Transportation of the Republic of Indonesia number PM 79 of 2016 concerning service standards at the office of the Sis Al-Jufri Airport management unit with the realization in the field, not all airport visitors know that these rules have been implemented, especially visitors who come from outside the city. One of the airport visitors, whom I met while making initial observations, admitted that he was shocked when he found out about the obligation to pay for parking non-cash. He said he was not aware of any outreach from the airport. The electric parking card provided by the airport costs IDR 50.000 per card, with a balance of IDR 20.000 and a card fee of IDR 30.000. So there are visitors who object to this e-Parking policy.

The explanation above shows that there is a lack of socialization of e-parking carried out by the Palu city government. So there are several problems that are actually insignificant in the policy implementation process. People who do not understand how to use digital-based parking payments are causing e-parking problems in the city of Palu.

Apart from these problems, there are also problems that show the problem of parking cards owned by the public. From the data released by Mutiara Sis Al-Jufri Airport, it is known that there is a difference in the number of vehicles entering the airport and the number of vehicles leaving due to problems with the parking cards they have. In September 2023, it can be seen that the number of outgoing vehicles, both motorbikes and cars, that could not be read by the system was 490 units, in October 2023 there were 562 units and in November 2023 there were 555 units. This indicates that there is a system error that causes losses to the public as e-parking users.

METHODOLOGY

This research was carried out using a qualitative approach with a descriptive approach with the aim of describing, summarizing various conditions, various situations or various ways of realistic social phenomena that actually exist, then trying to draw these realities to the surface as characteristics, characters, models of signs or images and conditions or certain phenomena. The reason for using a qualitative approach is because this method can be used to understand things hidden behind phenomena that occur in policy implementation. Qualitative research is essentially observing people in their living environment, integrating with them, trying to understand their language and interpretations of the world around them (Nasution, 1988: 5).

The use of a qualitative approach in this research provides in-depth and accurate information, thereby helping the process of interpreting the information and data obtained. Qualitative research is used to analyze and describe phenomena regarding the research object, in this case policy implementation, Implementation of E-Parking Policy in more professional and modern parking management. Digitalization at Mutiara Sis Al-Jufri Airport, Palu City. Data collection techniques use interviews and documentation. The data analysis technique is carried out in stages: 1) Clarifying the data; 2) Grouping data; 3) Processing data; and 4) Describe the data as a whole.

POLICY

James E. Anderson (1979:3) defines public policy as policies established by government agencies and officials. Although it is recognized that public policy can be influenced by actors and factors from outside the government. Meanwhile, public policy, according to Chandler and Plano (1988: 107), says that public policy is the strategic use of existing resources to solve public or government problems. Even Chandler and Plano think that public policy is a form of continuous investment by the government in the interests of powerless people in society so that they can live and participate in government.

According to Thomas Dye (1981:1), defining public policy is public policy whatever the government chooses to do or not to do, this definition implies that (1) public policy is made by government agencies, not private organizations; (2) public policy concerns choices that the government should make or not make. A similar view was expressed by Shafritz and Russell (1997:47) who stated that public policy is whatever a government decides to do or not to do. This means that what the government does is a response to a public issue or policy issue. According to Chaizi Nasucha (2004:37), public policy is the government's authority to make policies that are used in legal regulations. This policy aims to absorb social dynamics in society which will be used as a reference for formulating policies to create harmonious social relations.

Based on the definitions of public policy above, it can be concluded that policy is a series of government actions that are regulatory in nature in order to respond to problems faced by society and have certain goals, are oriented towards the public interest (society) and aim to overcome problems, fulfill the desires and demands of all community members. Policies also contain all government actions, whether carried out or not carried out by the government, in the implementation of which there is an element of coercion for policy implementers or users to comply. In the public policy cycle, there is one stage where the policy will be implemented, namely the policy implementation section. The connection with the research to be carried out refers to the use of policy theory or more specifically policy implementation as the main theory in conducting research.

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POLICY IMPLEMENTATION

The essence of public policy is the formulation of public policy itself. Because according to Nugroho (2002: 539), it is in the formulation of public policy that the boundaries of the policy itself are formulated. Meanwhile, Anderson (2003: 193) states that implementation is something that refers to something that happens after the policy is promulgated.

Anderson (2003: 194) describes how activities are interpreted by staff in the field, namely in the form of routine work such as application service processes, recording, collecting information, writing reports, and various other activities. He called it: "Much of what agencies do during the implementation of policies may appear to be routine, mundane, or tedious-processing requests or applications, inspecting records, collecting information, writing reports, and so on". Based on what has been explained above, it can be concluded that policy implementation refers to aspects of implementing a policy by the government and will be felt by the community. Some of the policy implementation theories above become references in strengthening the arguments that will be prepared by researchers

POLICY IMPLEMENTATION MODEL'S

1) Jeffrey Pressman and Aaron Wildavsky: The Implementation Deficit (1973)

Pressman and Wildavsky's work was the first implementation model to emerge. Their writing appeared with the title Implementation (1973) stating that implementation can be successful depending on the linkages between various organizations and departments at the local level involved in the implementation. Therefore, cooperation, coordination and control play a very important role. If actions depend on links in the implementation chain, the level of interdepartmental cooperation required in that chain should be close to 100%.

When policy implementation does not involve many actors and various levels, critical relationship factors can be taken into account so that improvements can be taken immediately. However, this formulation is difficult to apply to policies that involve many actors, especially considering that relationships between actors from various organizations/departments rarely run smoothly because each is also pursuing achieving its goals. Pressman and Wildavsky's policy implementation model was not used as the main basis for this research because the implementation of the e-parking policy, which is the main focus in this research, was only implemented by one party, namely Mutiara SIS Al-Jufri airport. Meanwhile, Pressman and Wildavsky's policy implementation model refers to the process of cooperation and coordination between policy implementers.

2) Donal Van Meter dan Carl Van Horn (1975)

Policy implementation models with a "top-down" pattern include, among others, the model introduced by Van Meter and Van Horn with A Model of the Policy Implementation Process. This implementation process is an abstraction or performance of a policy implementation which is basically deliberately carried out to achieve high public policy implementation performance which takes place in relation to various variables. According to Van Meter and Van Horn (1975:448), studies of implementation highlight one of the forces that determine the impact of policies. Impact studies usually look at what happened whereas implementation studies ask why it happened this way.

According to Van Meter and Van Horn (1975:450) implementation studies add a new dimension to policy analysis. This provides a new understanding of how a system succeeds or fails in translating general policy objectives into real and meaningful public services for political enthusiasts and decision makers. In the view of Van Meter and Van Horn (1975:462) that: We have great hope for describing processes by looking at how policy decisions are implemented rather than simply connecting the independent and dependent variables in an arbitrary way. These variables are basic measures and policy objectives, policy sources, communication between organizations and implementation activities, characteristics of implementing agencies, implementing tendencies, and economic, social and political conditions.

The six variables mentioned above will come into contact to form a bond between policy and goal achievement. Therefore, these variables will actually be able to influence the policy implementation process.

1. Basic measures and policy objectives : Standard and objective variables are the main variables that are important in analyzing policy implementation. In implementing a policy, the implementer will work to achieve the goals that have been implemented in a policy, and these goals will be converted into measurable standards to measure the performance of the policy. The clearer and measurable the policy objectives are, the easier it will be for implementers to realize the policy objectives.
2. Policy sources : The success of the policy implementation process depends on the ability to utilize the available resources. The sources in question include funds or other incentives that encourage and facilitate effective implementation. Humans are the most important resource in determining the success of an implementation process. Apart from that, the resources that support the successful implementation of policies are financial resources and time. If the budget is not available, problems will arise in realizing what the policy objectives are intended to achieve.
3. Characteristics of implementing agents : The focus of attention on implementing agents includes formal organizations and informal organizations that will be involved in implementing public policy. This is very important because the performance

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of public policy implementation will be greatly influenced by the appropriate characteristics and suitability of the implementing agents. In looking at the characteristics of implementing agencies as stated by Van Meter and Van Horn, this discussion cannot be separated from the bureaucratic structure. Bureaucratic structure is defined as the characteristics, norms and patterns of relationships that occur repeatedly in executive bodies that have both potential and real relationships with what they have to do with implementing policies.

4. The attitudes or tendencies of the implementers : Implementers' understanding of general objectives as well as basic measures and policy objectives is important. Successful policy implementation must be followed by overall awareness of the policy. This means that the failure of a policy implementation is often caused by the implementers' disobedience to the policy. In conditions like this, individual perception plays a role. In a state of cognitive dissonance, an individual may attempt to balance an unpleasant message with his or her perception of what the policy decision should be.
5. Inter-organizational communication and implementing activities : Implementation will be effective if the measures and objectives are understood by the individuals responsible for policy performance. Therefore, it is very important to pay great attention to the clarity of basic measures and policy objectives, the accuracy of communication with implementers and the consistency or uniformity of basic measures and objectives communicated with various sources of information. Coordination is a mechanism and the main requirement in determining the success of policy implementation. The better the coordination and communication between the parties involved in an implementation process, the more likely it is assumed that errors will occur and vice versa.
6. Economic, social and political environment. Economic, social and political environment : The final thing that needs to be considered to assess the performance of public policy implementation from the perspective offered by Van Meter and Van Horn is the extent to which the external environment contributes to the success of the public policy that has been established. Comparative politics and public policy enthusiasts are particularly interested in identifying the influence of environmental variables on policy outcomes

The Van Meter and Van Horn policy implementation model is not used as the main theory in this research because the Van Meter and Van Horn policy implementation model focuses on looking at the performance of a policy, which indicates that if one indicator does not work well then the performance a policy will not be visible. This complexity makes it difficult to see the process of implementing e-parking policies so that this implementation model is not used by researchers.

3) George C Edward III Implementation model policies (1980)

The policy implementation model with a top-down perspective was developed by George C. Edward III with the terms Direct and Indirect impact on Implementation. Policy implementation must be effective in its implementation. According to Edwards III (1980:1) "without effective implementation the decisions of policymakers will not be carried out successfully." He believes that policy implementation is considered unsuccessful if the policy cannot reduce the problems that caused the policy to be created, no matter how well the policy is implemented.

Furthermore, according to Edwards III (1980: 7), the approach to studying public policy is an approach that emphasizes how implementers (actors), organizational processes and bureaucratic political models influence policy implementation. "We shall emphasize how they affect implementation in particular." That is why, in his view, to conduct research on policy implementation, one must look at the preconditions that must exist to assess the success of implementing a policy. And don't forget to also look at what the main obstacles are to successful policy implementation. To help find it all, Edwards III (1980:10) believes that the following variables are very determining. These variables are communication, resources, disposition or attitude, and bureaucratic structure. According to him, these four variables are actually interconnected with one another, and work simultaneously, and interact with each other. In order for policy implementation to be effective, those involved and responsible for implementing the policy must understand what they have to implement.

The Edward III policy implementation model is not used as the main theory in this research because the Edward III policy implementation model uses a purely top-down approach which does not focus on society as the recipient of the policy impact. Apart from that, if Edward III's policy implementation model is used as the main theory in this research, then this research will not be able to see the negative response of the community as an aspect that influences policy implementation. The e-parking policy which is the main focus of the research can be said to be successful if we use the Edward III implementation model to look at the policy implementation process, but this model will not pay attention to the reasons for the negative response from the community as the recipients of the impact of the implementation of a policy.

4) Implementation of Smith model policies

Meanwhile, Smith (1977: 202-205), views implementation as a process or flow of activities. The process model or flow of policy implementation proposed by Smith is viewed from the perspective of social and political change, where the policies made by the government aim to make improvements or changes in society as a target group.

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Furthermore, Smith (1977:261) classifies 4 (four) factors contained in policy implementation, namely: (1) The idealized policy, (2) the target group, (3) the implementing organization, (4) the environmental factors", The explanation of the elements of policy implementation is:

1. The idealized policy : in policy implementation, these are activities that must be translated by policy implementers so that they are in accordance with policy targets. One of the activities that bureaucrats need to carry out is the interpretation of policies which are considered to be macro and abstract in nature. This is the translation of an abstract macro policy into a micro and concrete policy. With this interpretation, it is hoped that the contents of the policy can be easily understood and implemented by implementers, so that the goals or targets to be achieved in the policy can be realized effectively and efficiently.
2. Target group : a group of people or organizations in society whose behavior is tried to be influenced by the policies made. This target group is expected to be able to adapt to the new interaction patterns produced by the policy. The target group's ability to comply with and adapt to implemented policies depends on the suitability of the policy content with their expectations. Apart from that, these changes will also depend on the characteristics of this target group. Meanwhile, their characteristics are also partly influenced by the environment in which they live, both geographical and socio-cultural environments.
3. Implementing organization : according to Smith (1977:261) what is called "the implementing organization" is the government bureaucracy which has responsibility for implementing policies, where this organization is located
4. Environmental factors : elements in the environment that influence policy implementation (such as cultural, social, economic and political aspects).

The policy implementation model proposed by Smith can actually be used in this research. However, the researcher/author sees that there are factors that cause this model not to be used in viewing the e-parking policy implementation process, namely the perspective of social and political change. Apart from that, Smith's model of policy implementation emphasizes that public policy is a political decision where it can be assumed that e-parking policy is not aimed at the interests of society in facing technological developments. Referring to this, the researcher assumes that Smith's model of policy implementation cannot be used as the main theory in this research.

5) Merilee S. Grindle Implementation Model

Grindle in his book entitled *Politics and Policy Implementation in the Third World* (1980) said that implementing a policy depends on its content and context, and the level of success depends on the conditions of the three variable components of the required implementation resources. The approach to implementing public policy proposed by Grindle is known as "Implementation as a Political and Administrative Process". According to Grindle, the success of implementing a public policy can be measured from the process of achieving the final results (outcomes), namely whether or not the goals to be achieved are achieved.

Measuring success can be seen from 2 (two) things, namely: The policy process, whether the implementation of the policy is in accordance with what was determined by referring to the policy action. Achieving policy objectives has an impact or effect on society individually and in groups, the level of change that occurs and also the acceptance of the target group. Apart from that, the success of a public policy implementation is also largely determined by the level of policy implementation which consists of the content of the policy and the implementation environment (context of implementation). The content of the policy includes: (1) interests affected, namely interests that can influence the implementation of the policy , (2) type of benefits, namely the type of benefit that shows the positive impact produced, (3) extend of change envision, namely how big the change is or wants to be achieved through an implementation so it must have a clear scale, (4) site of decision making, namely, the location of decision making for a policy to be implemented, (5) program implementer, namely the implementation of a policy or program that must be supported by competent implementers, and (6) committed resources, namely, the resources that must support it so that policy implementation can run well. The contents of implementation include: (1) power, interest and strategy of actors involved, namely the power, interests and strategies of the actors involved; (2) institution a regime characteristics, namely, the characteristics of the institutions and regime in power as the environment in which implementation occurs. policies are implemented, and (3) compliance and responsiveness, namely the extent of compliance and response from implementers in response to the implementation of the policies carried out.

The Grindle policy implementation model is the policy implementation model chosen by researchers as the main theory in this research. This is based on researchers' thinking that policy implementation is a process that shows whether a policy is running in accordance with the expectations of policy makers when the policy is formulated. Apart from that, another reason researchers use this model is because the uniqueness of the Grindle model lies in its comprehensive understanding of the policy context, especially regarding the implementor, implementation recipients, and areas of conflict that may occur between implementation actors, as well as resource conditions. implementation required. Therefore, researchers want to look at the process of implementing the e-parking policy, not only the policy itself, but researchers also want to look at external factors that can

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influence the implementation process of a policy, especially the e-parking policy implemented at Mutiara Sis Al-Jufri Airport, Palu city.

FINDINGS & DISCUSSION

Implementation of the E-Parking Policy stipulated in the Minister of Transportation of the Republic of Indonesia Regulation Number PM 79 of 2016 concerning Service Standards at the Sis Al Jufri Palu Airport organizing unit office which gives authority to airport managers to manage the airport in accordance with applicable standards, can be explained based on theory Merilee S. Grindle with nine aspects used as analytical tools as described in the previous chapter, based on the results of research in the field and quoting the results of interviews with informants, these nine aspects also influence policy implementation. Furthermore, these nine aspects in relation to the implementation of the E-Parking Policy in managing more professional and modern parking. Digitalization at Mutiara Sis Al-Jufri Airport, Palu City, in implementing accelerated digitalization to make the city of Palu a smart city, can be described as follows:

1) Content Policy

1. Interests affected

The use of E-Parking is prioritized for the public interest in order to be able to provide more professional and modern parking management services to users of parking services at the airport with the aim of supporting the Palu City program to become a Smart City based city. Based on the results obtained by researchers in the field, the implementation of the E-Parking policy implemented at Mutiara Sis Al-Jufri Airport in Palu for the interests affected has not been effective. This can be seen from the content of the policy which is still problematic, in this case the E-Parking policy has not yet been implemented. The existing community, especially the E Parking program, only uses card taps registered directly by the bank, but does not use other payment methods such as Qris and other payment methods based on internet technology. And the facilities related to parking management are not yet commensurate with efforts to make the airport a supporter of the city of Palu as a smart city based city where the parking lots are still scattered, the parking markings are not clear, the tools for attaching electronic parking cards sometimes do not function as they should, the officers The bar guards are stiff and sometimes unfriendly and many people still don't understand how the E-Parking system works. In fact, what is really wanted is that this E-Parking policy is a program for the benefit of the community, not only supporting and creating modern infrastructure but also empowering the community to face the shift to the era of modernization like today.

Based on research findings, it is known that the implementation of the E-Parking policy focuses more on the infrastructure development sector related to the use of E-Parking cards, including airport entrance gates, doorstops and other supporting electronic equipment, while community empowerment efforts in socialization are still ongoing. There are very few things like providing props, or pictures, videos, and staff provided to explain the flow and how to get, use this E-Parking Card. In fact, there are different perceptions regarding the E-Parking program building professional and modern public facility infrastructure and services and using technology to support the success of this E-Parking policy. This difference in perception regarding the conditions means that the E-Parking Policy is more focused on technology-based infrastructure development which leads the city of Palu to becoming a smart city.

The less than optimal performance shown by employees indicates that the process of implementing the e-parking policy is not in accordance with what was expected. This also contradicts Van Meter and Van Horn (1975: 462) who argue that each component of the model discussed previously must be filtered through the perceptions of implementers in the jurisdiction where the policy is produced. The attitude of acceptance or rejection of the implementing agent will greatly influence the success or failure of the performance of public policy implementation. This is very likely to happen because the policies implemented are not the result of the formulation they perceive. On the other hand, it is very necessary to pay attention in implementing the E-Parking policy for the benefit of the community regarding how to change the public's views which are not yet optimal in the era of modernization such as the use of electronic cards, how to top up balances, and how to use them in and out of the airport. The airport should take a decision to providing a place to top up balances and sell cards that is affordable for the public. must be balanced with efforts to fulfill the infrastructure facilities needed by the airport, more on efforts that come into direct contact with the public to accept and want to use methods like this by providing lots of easy access to get a card and ease in topping up the balance of the card provided by the party airport.

2. Type of benefits

In connection with the benefits resulting from the implementation of the E-Parking policy at Mutiara Sis Al-Jufri Airport in Palu, the factors studied using Grindlle theory are to explain the benefits felt by the beneficiary group from the implementation of the policy. Based on the results of the research findings, it was confirmed to the Airport that there were actually different perceptions, the public wanted that the benefits of implementing E-Parking in professional and modern management were not only in the supporting infrastructure built by the airport which could be felt because it was in direct contact with those who felt it. the community uses parking, while in terms of implementing E-Parking, it is necessary to empower the community to change towards a modern direction by providing cheap or affordable parking cards that can be

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owned by all people who will visit Mutiara Sis Al-Jufri Palu Airport. This is what gives rise to the assumption that this is based on the policy of Mutiara Sis Al-Jufri Palu Airport in supporting the city government's program to become a smart city in the form of an effort to follow the Minister of Transportation's regulations regarding service standards at Mutiara Sis Al-Jufri Palu Airport. The difference in perception in seeing this condition is why People think that the benefits of E-Parking only provide modern infrastructure at the airport and do not provide good service to the community. This is contrary to the statement put forward by Daniel Mazmanian and Paul A. Sabatier (1983:61) that generally policies identify the problem to be overcome, explicitly state the goals or targets to be achieved, and various ways to organize the implementation process. This statement indicates that policies must be able to resolve existing problems. However, in reality, e-parking at Sis Al-Jufri Airport has not been able to solve problems related to parking at that location.

Based on research findings at the research location, one of the effects of the benefits of E-Parking specifically from electronic parking supporting infrastructure is because on the one hand E-parking has a very impact, namely as access in an effort to increase airport revenue, but on the other hand, the benefits of E-Parking are from community empowerment to lead to the modern era, it is not yet optimal because E-Parking has a big impact on the people who use the airport. As stated by one of the people who was an informant in this research, that: "The awareness of people like us has not increased, this cannot be separated from the policy efforts which only focus on building infrastructure that strengthens electronic parking and airports so that they look good and modern)", this shows that in principle the implementation of e-parking has given birth to modern technology-based infrastructure and can empower people who use airport parking which is very useful for directing society into the era of digitalization and supporting city governments towards to a city based on a smart city.

On the other hand, related to the e-parking program implemented at the Pearl Sis Al-Jufri Palu airport in order to support the city government's program to make the city of Palu into a smart city based city, it is more dominant in efforts to provide electronic infrastructure to support electronic parking rather than continuing to try to change the community's mindset towards modern. In fact, what is really desired is that apart from modern infrastructure at the airport, there must also be efforts to empower the community through cheap electronic cards that are easy to get and use. So there is a balance between the modern infrastructure development program at the airport and efforts to empower the visitor community and parking users at the airport.

From the description above, it can be concluded that it is hoped that many of the benefits of e-parking must be improved and improved, such as supporting infrastructure that can make it easier for people to use it as well as e-parking infrastructure and facilities so that the airport in the city of Palu becomes one of the important aspects. leading to a smart city.

3. Extent of change envisioned

The implementation of the E-parking policy at Mutiara Sis Al-Jufri Airport in Palu cannot be implemented immediately at once but is carried out in stages according to the specified time. This is due to the lack of information for people who are visiting the airport for the first time or have just returned for a long time. Changes in behavior that occur as a result of policy implementation can be seen in everyday life. It is hoped that policy implementation can be realized well so that people who are the target group can participate or can change their behavior positively in accordance with what the policy maker desires. There are many efforts that have been made by the airport to be able to support the city government's program to make the city of Palu a smart city, making a technology-literate society lead to a modern society, one of which is the e-parking program. The implementation of E-parking provides change and opportunities and produces good results. big for the people of Palu City. Based on research findings in the field, public awareness has not changed, this cannot be separated from e-parking. It is only focused on developing supporting infrastructure for modern airport electronic parking, such as automatic doorstops, fare screens and card reader machines which are usually used to attach parking cards. electronics, even a luxurious entry and exit gate in front of Bandara. In fact, what is desired is that apart from infrastructure development, there are also activities to empower people who use parking or airport visitors, such as providing cheap parking cards that can be reached by all levels of society, with the aim of making people interested in using parking at the airport, not parking their vehicles outside the airport so that income airports may increase.

One of the things that needs attention regarding changes and development of airports to the modern era is efforts to provide affordable cards so that they can be owned by all levels of society and infrastructure development at Palu's Mutiara Sis Al-Jufri Airport through an e-parking program that is effective in increasing willingness and awareness. society to be able to adapt to the modern era. In this way, e-parking that is implemented can fully help people carry out activities in and out of the airport so that there is a balance between community empowerment and modern airport infrastructure towards a smart city. The high costs and unfriendly airport employees are one of the causes that the expectations of the e-parking policy which aims to make things easier for the public have become meaningless.

Researchers also saw a lack of services provided to the public and the airport management only focused on the e-parking process and the infrastructure development process. This is good in providing access to flight services to the public, but in terms of service to the public itself, this is the reason why this point is not working well. This is influenced

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by the attitude of implementers who do not understand their duties in serving the community. This is also reinforced by Van Meter and Van Horn (1975: 462) that implementers' understanding of general objectives as well as basic measures and policy objectives is an important thing. Successful policy implementation must be followed by overall awareness of the policy. This means that the failure of a policy implementation is often caused by the implementers' disobedience to the policy.

4. Site of decision making

Based on the results of observations made at the research location, before implementing the electronic parking program at the airport, the airport appointed a third party to carry it out. Parking management at Mutiara Sis Al Jufri Airport in Palu is managed by PT. Center Park. A third party appointed directly by the airport. PT. Center Park was determined based on a beauty contest as the parking manager. This step was taken to provide more professional and modern parking management services to parking service users at the airport. Parking management by PT. Center Park is implemented based on a percentage of revenue sharing between the airport parties. This criterion, the consideration of supporting the Palu government towards a smart city in professional and modern management, is used as a reference in determining E-parking in the process of controlling parking at the airport.

Based on research conducted in the field, it was stated that "the implementation of e-parking at the Pearl Sis Al-Jufri Palu airport takes into account aspects of modern technology in professional management, characterized by, among other things, the appointment of a third party to manage parking, namely centrepark, as well as the provision of modern electronic equipment such as doorstops. automatic at each entry and exit lane, a screen that can show the total parking time and parking bill, automatic receipts when you press the receipt button, as well as providing a help button if problems occur, plus CCTV or monitoring cameras at each entrance or exit gate and it's all integrated in one monitoring, both payment data and number of vehicles, as well as security camera monitoring.

These findings also indicate that the process of implementing the e-parking policy only pays attention to aspects of policy implementation without any outreach or solutions provided to people who accidentally lack e-money balances. Indirectly, this condition positions the community as the disadvantaged party and is one of the reasons for the community to reject the e-parking policy. A policy cannot work well if there is public unrest which will lead to rejection of the policy implementation process, and this is also reinforced by Van Meter and Van Horn (1975: 450) that the extent to which the external environment contributes to the success of public policies that have been established.

The challenges found in the field also become obstacles in implementing e-parking related to people who want to bring their vehicles in. They are required to have an active card and have a balance and have never been used to get in but not used to go out, because that causes the bill to pile up. . Another challenge is consistency in implementing these provisions. It must be acknowledged that with various considerations, sometimes decisions are not completely consistent with the required provisions. This is different from the application of e-parking in certain conditions, such as when the president of the Republic of Indonesia came to the city of Palu, this was done through instructions from superiors or airport heads and airport authorities. Likewise, if parking managers (centreparks) from other countries visit this city based on instructions, of course those selected meet the requirements with clear criteria and are under the control of the airport head.

The Airport Head as the highest leader at the Airport has absolute authority to provide policy which of course is still within the specified procedures which can determine which vehicles can enter and exit without using e-parking. This means that e-parking policy makers are not spread across other departments or employees or even other institutions so that this dimension can be implemented well because as Grindle indicated, the more dispersed the decision-making positions in policy (both professional and modern management), the more difficult its implementation will be. In fact, there is only one position of policy maker, namely the airport head, so it is implemented well. Darmawati, Saleh, and Hanafi (2015: 94) assess that "bureaucracy is one of the most frequently and even overall policy implementers." This could be included in the policy for using e-parking at the airport.

However, the researcher also emphasized that the Airport Head as the highest leader at Sis Al-Jufri Airport must prioritize policy by referring to the provisions of laws and regulations in a certain way so that people's problems with balance shortages and other technical problems can be resolved quickly so that people do not have any thoughts. that the e-parking policy was created only to make things difficult and not in the interests of society in general. The absolute decision in the policy implementation process is explained by Edwards III (1980: 7) that one of the policy approaches is how an implementer or in this case the Airport Head as the highest leader at Sis Al-Jufri Airport can have an influence on the policy implementation process, which is expected This influence can provide satisfaction for the community as the party who feels the impact of implementing the e-parking policy

5. Program Implementer

Program implementation means that policy implementation has a direct relationship and/or influence related to the implementers of a policy. In the form of a question, it can be understood by stating whether the policy for implementing e-parking in modern parking management at Pearl Sis Al-Jufri Palu Airport has taken into account the ability of parking

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managers who are placed at the gates who directly face the public, employee communication skills, employee dedication, and professional service carried out by employees, so that there are no misunderstandings between the parking user community and the employees placed there.?

This consideration is important because an administrator is the one who has the authority to decide on a policy according to the field of work for which he is responsible, so that he demands adequate competence so that the level of success in implementing the e-parking policy in modern management at Palu's Pearl Sis Al-Jufri Airport runs well. In fact, this aspect has been directly or indirectly touched on in the previous data presentation, but in the Grindle model this factor is of particular concern. So far the e-parking policy still has a negative impact, which means it confirms that the integrity aspect, especially morals, has not been fully implemented in the e-parking policy in implementing electronic parking. This data is the result of informant confirmation based on experience (meaning informant research). The bad impact here means that employees or electronic parking managers/administrators who have been appointed as employees then show behavior that is contrary to moral values and integrity as an administrator or parking manager. Normative administrative requirements such as moral integrity for Central Park employees as third parties in parking management are of course strengthened by administrative requirements of a competency nature.

This study did not find facts and evidence that convince that all the criteria and requirements above have been met, especially in the aspect of the ability of employees to provide excellent service which leads to knowledge or knowledge as stated in Grindle's theory. Objectively, it is acknowledged that there are still employees who are not optimal as parking management administrators whose competence or ability to serve the public is not optimal. Requirements for relevance to the field of work are concretely contained in the Centrepark management rules which are called operational standards and which the informant admitted by the Airport Central Park Manager "have not been explained evenly to all Centrepark employees at the airport." The objective of being recognized for professional service items with the main duties mandated to communicate and behave towards the public is difficult to realize comprehensively for all Bandara parking administrator management employees because an organization inevitably consists of several employees with different backgrounds, character attitudes and communication skills. After serving as a parking management employee, of course you have different experiences and competencies. When there is an effort to provide education or guidance related to employees like that, then one thing that is considered is its relevance to the period of service so that they can continue to improve and have a career in airport parking management (centrapark).

PT Centrapark Citra Corpora's activeness as a parking service provider in Indonesia and creativity that always innovates into the modern, professional era is no longer in doubt with the many institutional elements that use Centrapark's parking management services spread throughout Indonesia as parking managers who carry out policies and become administrators. or in the Grindle dimension it is called the program implementer. Of course, this activity and creativity will be much more contributive if it is supported by the ability to innovate which is then locked in with dedication. These factors (activity, creativity, innovation and dedication) have been taken into consideration in implementing the e-parking policy at Mutiara Sis Al-Jufri Airport, Palu.

All of the things above are the main basis if you want the process of implementing the e-parking policy at Mutiara Sis Al-Jufri Airport to run well. The implemented policy must be able to solve community problems so that the e-parking management policy can be said to be successful. This is also reinforced by Edwards III (1980: 1), that policy implementation is considered unsuccessful if the policy cannot reduce the problems that caused the policy to be created, no matter how well the policy is implemented.

6. Resources committed

The human resources involved in the e-parking policy come from the appointment of the airport to implement modern parking management, namely PT Centrapark Citra Corpora as well as community resources within the city of Palu or outside the city of Palu who use the airport. as a beneficiary of the e-parking policy at Mutiarta Sis Al-Jufri Airport, Palu. One of the obstacles that is quite urgent concerns resources in implementing policies. There is a need to increase human resources, especially in the management of e-parking, which is an absolute necessity because no matter how well the program is run and the amount of financial resources that are able to provide sophisticated and modern electronic equipment is available if it is not supported by the ability of human resources as implementers. agency will certainly have a negative impact on the activity program being implemented and does not rule out the possibility of triggering maladministration. The implementation of e-parking activities is prioritized to be carried out in a professional and modern manner using resources or efforts are made to absorb more labor from the local community, in this case the researchers found that parking employees who were previously placed by the airport were transferred to work for Centrepark management.

Some people think that the results of researchers' observations show that some e-parking employees have very limited abilities. This must be acknowledged by the e-parking management. If this is not the case then in the future it will certainly give rise to various e-parking problems so how will the service be provided to the community? Because of the

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manager's position Parking, namely Centrepark, as the third party appointed to manage e-parking, is an organizing organization that takes place in the community.

Based on this research, it shows that what was revealed by the informant above, shows that the readiness of the community or employees who have just been recruited or transferred from previous parking employees, seen from the HR aspect, is indeed not ready, from education and work experience so that when facing the community they bring little original character. and it's hard to smile sincerely, and be impressed as you are, the important thing is to meet the standards of help as determined. This is of course a problem in itself, because the substance of the problem has not been brought to the surface, what has emerged is that e-parking is still not accepted by the public and is difficult to use. Edward III's statement (1980:26) said that human resources must have adequate capabilities to carry out their duties. This indicates that resources are one of the most important and crucial things in the policy implementation process, especially e-parking management.

Based on the results of the author's observations in the field, in principle, to measure resources, the phenomenon used is the ability of human resources in implementing the e-parking policy in providing e-parking activities. In connection with the above, Human Resources (HR) everywhere also determines every activity, no matter how good a program is, but it is run by people who are not qualified, the program will definitely not be successful, no matter how many programs are implemented by the government, how much funds have been disbursed, but because human resources are not qualified, the program is in vain, that's why E-parking has become a focus and attention Human resource development needs to be the main target in utilizing e-parking to improve employee abilities in managing e-parking. This is in line with what Rivai (2012: 366) stated that human resources are elements that support and support the implementation of activities consisting of energy, funds and infrastructure.

The success of policy implementation is highly dependent on the ability to utilize available resources. Humans are the most important resource in determining the success of policy implementation. Each implementation stage requires the presence of quality human resources in accordance with the work required by policies that have been determined apolitically. Apart from human resources, financial resources and time are important calculations in the success of policy implementation

2) Context Policy

1. Power, interest and strategy of actor involved

Grindle (1980:11) suggests that the power, decisions, strategies of the behavior of related actors refer to things that influence the process of implementing a policy. The parties involved in the process of implementing the e-parking program at Mutiara Sis Al-Jufri Palu airport will always have absolute power to determine anything in the policy implementation process.

Implementing an e-parking policy involving third parties is one of the decisions and strategies of the airport management. An interview conducted with one of the informants in this research stated that: "Parking management by PT. Center Park is implemented based on a percentage of profit sharing between the airport, PT. Center Park was determined based on a beauty contest as the parking manager", where this statement was also reinforced by another informant: "The implementation of e-parking at Pearl Sis Al-Jufri Palu Airport has considered and strives to provide electronic equipment that is appropriate to what is needed on a modern and professional basis, so that this can be said to be professional and modern management". This statement shows that the e-parking management process involving third parties aims to make the city of Palu a smart city-based city. However, the process of appointing a third party which does not pay attention to aspects of unity of action and tends to prioritize unilateral decisions means that some airport employees do not understand what they have to do.

Observations carried out by researchers also showed this, where when the researchers entered the airport and tried the e-parking service directly, the researchers found a discrepancy between the statements of several informants and the facts on the ground. This can be seen from the high costs and less than optimal service provided by employees. Mutiara Sis Al-Jufri Airport's decision to implement e-parking in the airport parking area is quite good and could be the first step for Palu City towards a smart city. However, this is not supported by a good service process and cooperating with third parties can also cause parking costs to increase, resulting in resistance from some people. The e-parking policy will be successful if the decisions taken are supported by the right strategy for implementing it. This is also in accordance with what was stated by Smith (1977: 261) that one of the aspects that makes the policy implementation process successful is the idealized policy (policy/program), which in policy implementation are the activities that must be translated by policy implementers. to be in accordance with policy targets, and this is an activity that needs to be carried out by bureaucrats or implementers.

The Mutiara Sis Al-Jufri airport has full power in determining policy direction and also the decision to use e-parking in the airport area is also good because it aims to support the Palu city government program so that the city of Palu can become a smart city based city. However, problems arise from the strategy used, because the policy implementation

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process seems to ignore the community as the party who receives the impact of a policy. The lack of strategy in implementing the policy and the unclear objectives of e-parking at the airport mean that the policy goals or targets, namely the public, cannot feel the positive impact of the e-parking policy implementation process. This is also confirmed by Daniel Mazmanian and Paul A. Sabatier (1983:61) who say that generally these decisions identify the problem to be overcome, explicitly state the goals or objectives to be achieved, and various ways to organize the implementation process.

The researcher assumes that even though policy implementers or actors have the power and authority to decide everything, if the strategy for implementing the policy is not prepared well then it can be ensured that the policy which was originally intended for the community will not run according to the content of the policy.

2. Institution an regime characteristic

The characteristics themselves refer to the attitudes shown by employees at Mutiara Sis Al-Jufri Airport in implementing the e-parking policy to create a smart city-based city in Palu. Edward III (1980:26) stated that implementers who have high commitment and honesty will always survive the obstacles encountered in programs or policies. Honesty directs the implementer to remain in the program direction outlined in the program guideline. This is the basis for the success of the policy implementation process.

However, problems arose due to misunderstandings that occurred between the employees guarding the airport gate and the public as users of e-parking services. The results of an interview conducted with one of the informants in this research stated that: "There are still deficiencies in the meaning of words that cannot be fulfilled, for example, there are still employees who don't smile, their speech may be a little less friendly" Apart from that, there was another informant who stated that: "Sometimes there are employees who are not friendly and still don't look professional". These two statements show the unfavorable attitude shown by Mutiara Sis Al Jufri Airport employees in Palu City. They do not socialize how to use e-money and how to top it up, so that some people who want to enter the airport are blocked by the e-parking system.

The author assumes that the characteristics of some e-parking policy implementers who seem unwilling to be blamed if there is a failure in the policy implementation process shows an arrogant attitude on the part of some policy implementers. This can cause the e-parking policy implementation process to not run well. Apart from that, the arrogant attitude of implementing this policy can trigger friction with the community so that people will assume that this e-parking policy will only harm them. Public unrest due to high e-parking rates, lack of socialization and coupled with the unsatisfactory service provided has become enough for the public to reject the e-parking policy which has resulted in the initial foundation of the policy which aims to solve problems only giving rise to new problems. Chandler and Plano's statement (1988: 107) that "public policy is the strategic use of existing resources to solve public or government problems" can be used as a reference that the e-parking policy is not working well due to the attitude of the implementers or implementing the policy itself.

3. Compliance and responsiveness

Compliance and responsiveness itself refers to the extent of compliance and response from implementers in responding to policy implementation (Grindle, 1980). Referring to this, Mutiara Sis Al-Jufri Airport has compliance and responsiveness in implementing the e-parking policy. This is in accordance with the results of an interview with one of the informants in this research who stated that: "As I said earlier, a third party appointed directly by the airport, PT. Center Park was determined based on a beauty contest as the parking manager. This step was taken to provide more professional and modern parking management services to users of parking services at the airport. Of course, what we hope is that a third party like this will be much better in terms of service from all aspects. dedication communication, the point is that they are professionals in this field". Based on this explanation, researchers can reveal that the e-parking management process at Mutiara Sis Al-Jufri Airport, Palu City, is said to be in line with expectations in terms of compliance and responsiveness of airport employees. There is compliance with the implementation of e-parking management by referring to SOPs in accordance with Edwards III's statement (1980: 125) that SOPs are used for the decision making process when implementing a policy.

However, there are findings that show that the process of implementing the e-parking management policy is not being complied with by some members of the public. The public opposed the e-parking policy, such as forcing them to enter the airport without having a card, and also protesting several e-parking policies with employees working at the entrance gate. However, the community's rejection is based on the attitude of airport employees who provide services to the community in an unfriendly manner, which is not liked by some people. This statement was discovered by researchers when conducting an interview with one of the informants in this research, who stated that: "But objectively we also see and say that here and there there are definitely still deficiencies in the meaning of the word that cannot be fulfilled, for example, there are still employees who are not there. his smile, his speech may be a little less friendly".

Based on this, the author concludes that the compliance and responsiveness contained in the policy context proposed by Grindle (1980) have not worked as expected due to the lack of public compliance in complying with the e-parking policy as well as the lack of responsiveness of Mutiara sis al-Jufri airport employees in implement the e-parking

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management policy. Ripley and Franklin (1986: 11) reveal that one way to see whether the implementation process is going well or not is from a compliance perspective, in which case the implementation process of a policy does not go well if there is a program that is not designed well. Ripley and Franklin's (1986: 11) explanation can be used as a reference that the e-parking program at Mutiara Sis Al-Jufri Airport is not well structured, thus affecting public compliance with the e-parking management policy and affecting the responsiveness of airport employees as policy implementers.

CONCLUSIONS

Based on the research results that have been explained in the findings and discussion section, the conclusion of this research is that the implementation of the E-Parking Policy for Modern Parking Management at Mutiara Sis Al-Jufri Airport, Palu City has not gone according to what was expected. In the Policy Content (policy content) it can be seen that the only indicators of program implementation are running because the process involves a third party who understands the implementation of e-parking. However, the Benefits indicator that is affected does not appear to be working well because it only focuses on the electronic infrastructure facility program supporting the use of E-Parking cards, on the Benefit Type indicator it is not yet running due to the need for further improvements in terms of infrastructure, on the Degree of Change indicator there is a lack of services provided to the public and airport management, in the policy maker position indicator it is seen that card rates are quite expensive for some people, and in the resource indicator it is seen that there is a shortage in terms of human resources or e-parking implementers at the airport.

Meanwhile, in the Policy Context (Implementation Environment), it can be seen that all indicators are not working well, in the Strength, Decision and Strategy indicators of the actors it can be seen that they seem to ignore society as the party receiving the impact of a policy, in the Characteristics of Institutions and Authorities indicators it is seen that the parties The airport seems unwilling to be blamed if there is a failure in the policy implementation process, showing an arrogant attitude from some policy implementers, and the Compliance and Responsiveness indicators have not gone well due to the lack of public compliance in complying with the e-parking policy and the lack of responsiveness of e-parking employees.

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