



Implementation of Parking Management Policies In The City of Cirebon

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Abstract.

Background. Illegal parking remains a persistent urban governance issue in many Indonesian cities, including Cirebon, as it contributes significantly to traffic congestion, public disorder, and inefficient use of urban space. Despite legal frameworks such as Cirebon City Regulation No. 11 of 2019 on parking management, the implementation of parking control policies has not yet achieved optimal effectiveness.

Aims. This study aims to analyze the implementation of parking management policies in the City of Cirebon, identify constraints in enforcement, and formulate improvement strategies to enhance policy effectiveness.

Methods. A qualitative research approach was employed, using interviews, observations, documentation, and literature review as data collection methods. Data were analyzed through data reduction, data presentation, and conclusion drawing, while triangulation techniques were used to ensure data validity. The study adopts the policy implementation framework of Van Meter and Van Horn, which includes six dimensions: policy standards and objectives, resources, characteristics of implementing agencies, disposition of implementers, inter-organizational communication, and environmental factors.

Result. The findings indicate that although institutional coordination and communication mechanisms are relatively adequate, policy implementation remains suboptimal due to limited human resources, inadequate facilities, weak enforcement consistency, and low public compliance with parking regulations. Social and economic factors also contribute to the persistence of illegal parking practices.

Conclusion. Therefore, strengthening regulatory enforcement, improving public awareness, and enhancing institutional capacity are essential to achieving effective and sustainable parking management in urban areas.

Keywords:

Policy Implementation; Parking; Arrangement; Traffic Jam; Orderly



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BACKGROUND

The prevalence of illegal parking, which is now increasingly common everywhere, can disrupt the smooth flow of traffic and other activities, requiring an immediate and appropriate response. The government, through the Department of Transportation, is required to actively implement preventive and effective enforcement measures while considering various factors. Community support and involvement, as well as relevant stakeholders, are crucial to the implementation of these efforts. Essentially, the government's management of illegal parking is part of public policy intended to have a positive impact on society and be felt by all segments of the population.

Illegal parking remains a problem in many areas of Indonesia, including Cirebon. The growing prevalence of illegal parking is driven by unlicensed parking attendants using certain areas as unauthorized parking lots, a suboptimal parking system, a lack of clarity about the responsible authorities, limited resources and expertise among the relevant agencies to manage, enforce, and raise public awareness, and a lack of public awareness of the problem. The public's compliance with parking regulations remains insufficient, and economic conditions further contribute to disorder, ultimately leading to traffic congestion. On several streets in the city of Cirebon, there is a high volume of illegal parking and sidewalk misuse, which negatively impacts pedestrian comfort.

Regulations regarding on-street parking are set forth in Cirebon City Regulation No. 11 of 2019 Regarding parking management, not all locations are permitted for parking. This regulation is intended to ensure safety, cleanliness, and orderly traffic conditions, as well as the smooth flow of traffic. In relation to illegal parking practices, this situation results in the regulations regarding on-street parking not being properly enforced, making it clear that there is a discrepancy between what should be (*Das Sollen*) and what actually exists on the ground (*Das Sein*). Similarly, based on Law No. 22 of 2009 on Road Traffic and Transportation Parking in areas without parking signs is classified as illegal parking, but in practice, such behavior is still common.

Referring to previous research by (Riyanto et al. 2024) It is said that there are still many challenges and obstacles encountered in addressing illegal parking to this day. This is because the efforts made so far have not been optimal, resulting in the problem persisting to this day. These include the limited number of transportation department personnel available to enforce illegal parking regulations, suboptimal human resources, penalties that are not sufficiently severe to deter violators, and a lack of awareness and compliance among parking

attendants and the general public. For this reason, the author aims to gather information and conduct further research to thoroughly address all the issues at hand.

The objective of this study is to create a comfortable urban environment free of all forms of illegal parking, which has long been a problem and a source of public stigma because it disrupts daily activities. As we all know, illegal parking is one of the major challenges facing Indonesia, particularly in urban areas. Additionally, the study aims to identify factors that will influence the success or failure of implementing this policy and to formulate recommendations and suggestions for the Cirebon City Transportation Agency to improve the effectiveness of illegal parking policy implementation, so that this problem does not recur.

Research on parking management and public policy implementation has evolved significantly in recent years, particularly in the context of urban governance and traffic management. Previous studies have emphasized the importance of regulatory enforcement, institutional coordination, and community participation in addressing illegal parking problems. For example, studies on parking regulation enforcement in Indonesian cities highlight that limited human resources, insufficient infrastructure, and weak sanctions often reduce the effectiveness of policy implementation.

Recent public administration literature increasingly adopts policy implementation models such as the Van Meter and Van Horn framework, which examines the interaction between policy standards, resources, organizational characteristics, communication, and environmental factors in determining policy success. These multidimensional approaches have been widely applied in evaluating the implementation of public policies related to transportation, urban order, and public service delivery.

However, existing studies largely focus on general policy effectiveness or enforcement mechanisms without providing an integrated analysis of how multiple institutional and socio-economic factors interact simultaneously in the context of local parking management systems. Moreover, empirical studies that specifically examine the implementation of municipal parking policies in medium-sized Indonesian cities remain limited.

Thus, the current study contributes to the growing body of literature on urban policy implementation by providing a contextualized analysis of parking management policy implementation in Cirebon City, using a comprehensive implementation framework and focusing on both institutional and environmental dimensions of policy performance.

LITERATURE REVIEW

The definition provided (Dye, 1981:1) explains that any action or inaction by the government (public policy is whatever governments choose to do or not to do) is categorized as public policy. This concept has a very broad scope, as public policy reflects both the government's actual actions and its decisions not to act when it recognizes a public issue. For example, when the government is aware of damage to a road but does not implement a policy to repair it, this situation can still be considered a form of policy adopted by the government.

Public policy plays a crucial role as a guide in formulating solutions to society's various problems. Through public policy, the government sets the direction and priorities for development aimed at creating a better and more equitable social order, according to (Permana & Saepurrohman, 2025:119). Public policy can be understood as strategic decisions made by the government with the aim of addressing and resolving public issues and improving services to the community (Dye, 2013:24).

Meanwhile, the definition of "policy" according to (Zulkarnaen, 2014:13) is the result of policy formulation arising from collaboration through a deliberative process, subsequently designed and implemented, and evaluated based on policy outcomes while maximizing the role of competent human resources. From this statement, it can be said that public policy is a regulation, program, or government intervention that carries out actions or makes decisions regarding an issue, the success of which is then assessed and evaluated.

The term "implementation" itself comes from the English verb "to implement." According to the Kamus Besar Bahasa Indonesia (KBBI), implementation is defined as the process of carrying out or applying an activity or policy. Broadly speaking, it can also be understood as the execution or implementation of a plan, regulation, or program carefully formulated to achieve a specific goal. Essentially, implementation refers to the understanding gained after a program has been carried out. Similarly, according to the Kamus Besar Bahasa Indonesia (KBBI), implementation means the application or execution within a company or organization, where implementation is carried out in accordance with established procedures (Heryanto & Sofiyah, 2023:16).

In a study by (Bharoto & Angriawati, 2018:64) explains that policy implementation is a crucial phase in the policy process. The success of a policy depends heavily on how it is implemented, as implementation is how the policy's objectives and intended outcomes are achieved. Similarly, in a study by (Hidayat et al. 2014:251) It also states that the success of a

policy's implementation can be assessed by measuring progress toward the ultimate goal—that is, whether the implemented policy aligns with the desired outcomes.

According to the explanation by Van Meter and Van Horn (Agustino, 2016:133), This implementation process is a deliberate effort to achieve optimal results in the implementation of public policy, which occurs through interaction with various factors.

Policy implementation is one of the stages in the public policy process, situated between policy formulation and the impacts on the affected communities. If a policy misses its mark or fails to address the problem it is intended to solve, it is likely to fail even if implemented very well. On the other hand, even if a policy is well-designed, it can still fail if it is not properly implemented by the responsible parties. Van Meter and Van Horn, in their book (Agustino, 2008:142) states that there are six factors or dimensions in the implementation of public policy, including:

1. **Policy Standards & Objectives.** Policy implementation performance can be assessed by how effectively it achieves realistic metrics and objectives, in line with the social and cultural conditions at the policy implementation level. These variables serve as the basis for measuring policy implementation success, with performance assessed by the degree to which these standards and objectives are met. Unclear standards or overly idealistic (utopian) objectives will hinder implementation.
2. **Human Resources, Financial Resources, and Time.** The success of policy implementation is heavily influenced by the ability to optimize available resources. Human resources play a key role in determining the effectiveness of policy implementation, as each stage requires a competent workforce that meets the policy's requirements as objectively defined. In addition, the availability of financial resources and effective time management are critical to the success of policy implementation.
3. **Characteristics of Implementing Agencies.** The primary focus on implementing agencies encompasses both formal and informal organizations that will play a role in policy implementation. This aspect is crucial because the effectiveness of policy implementation is influenced by characteristics appropriate to the implementing agencies themselves. This relates to the context of the policies to be implemented, as some require disciplined, strict implementers. On the other hand, there are situations that require implementing agents who are more democratic and persuasive. Additionally, the area or scope of the region is a key factor in selecting policy-implementing agents.
4. **Disposition/Bureaucratic Structure.** The attitude of acceptance or rejection on the part of

policy implementers significantly affects the success or failure of public policy implementation. This can occur because the policies implemented are often not based on input from local communities, who have a better understanding of the problems and issues they face. However, public policies are typically implemented using a top-down approach, so decision-makers may be unaware of—or unable to address—the needs, expectations, or problems that require resolution.

5. **Communication and Organization.** For public policies to be effectively implemented, the established objectives must be understood by the individuals (implementers) responsible for achieving those objectives and meeting the policy standards. Therefore, these objectives and standards must be clearly communicated to the implementers. The communication used to convey information to policy implementers regarding these objectives and standards must be consistent and uniform across various information sources.
6. **Environment.** The final aspect to consider when assessing the effectiveness of policy implementation is the extent to which external factors contribute to the success of public policy. An unsupportive social, economic, and political environment can lead to policy implementation failures. Therefore, policy implementation requires a supportive external environment.

Although previous studies have examined the enforcement of parking regulations and the effectiveness of public policy implementation in urban areas, most research focuses primarily on regulatory compliance and administrative performance without systematically analyzing the interaction between institutional capacity, community behavior, and environmental conditions. Furthermore, empirical studies on parking management policy implementation in medium-sized cities remain limited, particularly in the Indonesian context, where socio-economic dynamics significantly influence public policy outcomes. Consequently, there is a need for a comprehensive evaluation of parking management policy implementation that integrates institutional, behavioral, and environmental dimensions to identify the key determinants of policy effectiveness and sustainability.

RESEARCH METHOD

In this study, the author employed a qualitative research method to describe and explain phenomena in depth and detail, derive meaning from the presented data, and verify and refine the conclusions. The research subject whom the researcher wishes to interview as a key informant for the current study is the Head of the Parking Unit at the Cirebon City Transportation Agency. Meanwhile, the supporting informants are parking attendants and members of the public.

The research locations and timeframe selected by the researcher are several road sections in the city of Cirebon, as well as culinary centers and shopping centers prone to illegal parking. This study will take place over a three-month period, from November 2025 to January 2026.

The data collection methods to be used in this study include interviews, observations, literature reviews, and documentation. The researcher will collect this data to obtain information that is relevant and supports the objectives of this study.

Data analysis methods applied in the process of data processing and analysis involve reducing the data by sorting and selecting the collected data, then presenting it in various formats such as lists, images, tables, diagrams, or narrative text, and finally drawing conclusions from the processed and collected data.

The data validation technique used in this study was triangulation, which was employed to ensure the validity and reliability of the research findings, so that the data generated could be clearly understood through the researcher's process of checking, rechecking, and cross-checking.

DISCUSSION

Illegal parking remains a critical issue in the city of Cirebon. This is because illegal parking attendants frequently appear in public, preventing the problem from being fully resolved. For example, when an illegal parking attendant opens up a new space and turns it into a parking area, this constitutes a violation and creates yet another problem regarding illegal parking. Therefore, enforcement against these parking attendants must be carried out to ensure that traffic flow on the roads is not disrupted or slowed, and to create a comfortable, clean urban environment free from illegal parking practices.

In addition to illegal parking attendants, there are also members of the public who recklessly use illegal parking services, thereby constantly creating opportunities for both long-standing and new illegal parking attendants to set up shop by providing unauthorized parking areas that violate regulations. It is also common for many members of the public to be unwilling to comply with existing regulations and indifferent to the use of these illegal parking services, repeating the same mistakes over and over again. Therefore, it is a shared responsibility to resolve this issue and create a comfortable urban environment through collaboration among all parties, including the public.

The designation of parking locations has been regulated by the government through the Cirebon City Transportation Agency for parking within and outside the right-of-way in the City of Cirebon. The locations and details are as follows.

Table 1. Parking Designation Locations

Designation Of Parking Spaces Within And Outside The Road Right-Of-Way In The City Of Cirebon			
No.	Within The Space Belonging To The Road	No.	Outside The Road Area
I	Parking Zone	I	Maximum Parking Area: 250 (Two Hundred And Fifty) Square Meters
	1. Siliwangi street 2. Pagongan street 3. Tentara Pelajar street 4. Karanggetas street 5. Bahagia street 6. Winaon street 7. Kanoman street 8. Lemahwungkuk street 9. Pecinan street 10. Pekalipan street 11. Pasuketan street 12. Pekiringan street		Parking Facilities at Mini-Marts and Similar Establishments
		II	Reserved Parking Space
			1. Bima Stadium Area, Cirebon City
			2. Basement Area of Kejaksan Square
II	PARKING NON ZONE		
	1. Dr. Wahidin street 2. Dr. Cipto Mk street 3. Moch. Toha street 4. Sukalila Utara street 5. Sukalila Selatan street 6. Kalibaru street 7. Dr. Sutomo street 8. Kalibaru Selatan street 9. Kalibaru Utara street 10. Pamitran street 11. Kebon Blimbing street 12. Ampera street 13. Tuparev street 14. Veteran street 15. Arya Kemuning street 16. Kartini street 17. Samiaji street 18. Cangkring street 19. Kolektoran street 20. Kantor street		

21. Pekalangan street 22. Pekarungan street 23. Galunggung street 24. Panjunan street 25. Keboncai street 26. Basalamah street 27. Terusan Pemuda street 28. Kebon Balok street 29. Kenduruan street 30. Patratean street 31. Jagasatru street 32. Pasar Talang street 33. Evakuasi street 34. Ciremai Raya street 35. Rajawali Raya street 36. Perjuangan street 37. Pemuda street 38. Gunung Kelud street 39. P. Drajat street 40. Setia Budi street 41. Sudarsono street 42. Pandesan street 43. Sutomo street 44. Dr. Sudarsono street 45. Kebon Baru street 46. Cemara street 47. Merdeka street 48. Pengampon street 49. Grubugan street 50. Kembar street 51. Pancuran street 52. Gudang street		
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Source: Department of Transportation, Parking Management Unit, 2025

Based on the data collected by the author above, it can be concluded that, in addition to the 12 road sections designated as parking zones and the 52 non-parking zones classified as illegal parking, it is also possible that illegal parking attendants may still be present at various locations along these road sections if they do not possess official assignment letters or permits from the Department of Transportation.

Illegal parking includes situations where there are no-parking signs, unlicensed, unregistered parking attendants, areas with heavy traffic that disrupt public order and traffic flow, no-parking zones, failure to pay parking fees, failure to wear official uniforms, and any other violations of regulations.

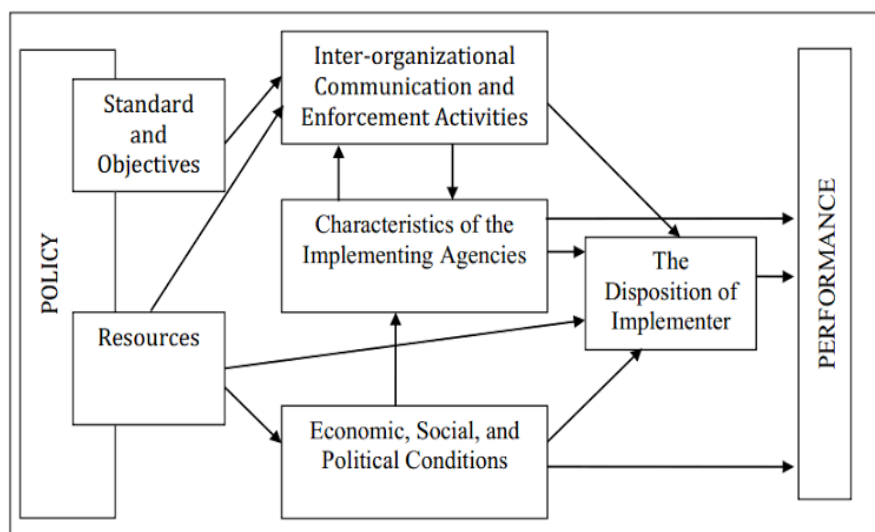


Source: Internet, 2025

Figure 1. Illegal parking in the CSB area

Parking lots would not be operational without parking attendants stationed at various road sections designated by the Department of Transportation. Based on the author’s research, there are 438 officially registered parking attendants assigned to 314 parking areas covering 12 zoned road sections and 52 non-zoned road sections. In addition to these recorded figures, there are also illegal parking attendants who do not hold official permits from the Department of Transportation.

A policy is considered effective and optimal if its overall implementation has been successful and its objectives have been achieved. Therefore, it is necessary to determine whether the implementation of the parking management policy in Cirebon City has been effective and optimal.



Source: Internet, 2025

Figure 2. Policy Implementation Model

To examine the factors influencing the implementation of parking management policies in Cirebon City and the challenges associated with their implementation, the author provides a detailed analysis of these issues, which must be addressed effectively. This analysis is based on the six variables outlined by Van Meter and Van Horn in their theory of policy implementation, as detailed below.

Policy Standards and Objectives

First, policy indicators, standards, and targets must be consistent with the legal basis used as a reference, namely Cirebon City Regulation No. 11 of 2019 Regarding the Management of Parking. Policy standards in implementation must be taken into account, as they can be used to assess its effectiveness. It can be concluded from the study results that the effectiveness of parking management policy standards in Cirebon City can be measured by the participation of parking attendants and the public. If a significant number of parking attendants and members of the public comply with and properly implement the rules, then the policy standards have been successfully implemented. However, the reality on the ground indicates that many parking attendants and members of the public still violate these rules, leaving the problem unresolved and difficult to address.

In terms of policy objectives through Cirebon City Regulation No. 11 of 2019 Regarding parking management, the success and implementation of parking management activities are greatly influenced by a shared commitment. The objective is to provide safe, orderly, and efficient parking services; enforce parking management laws; restrict parking in certain locations; and improve traffic flow. Based on the author's research, there are still areas where illegal parking occurs, such as in the CSB area and on Karanggetas Street, particularly in the CSB area, which was once regulated but saw a recurrence of illegal parking violations just a few days later. It can therefore be concluded that the objectives of this policy have not yet been fully achieved and that follow-up action is needed to address this issue.

Resources

The second indicator, resources, is a crucial component of the policy implementation process's success. The success of policy implementation depends heavily

on the capacity of available resources. Human resources are the primary factor influencing the success of policy implementation. Each phase of implementation requires qualified personnel suited to the tasks defined by the established policy, carried out in a non-political manner. In addition to personnel, funding, and time, policy implementation also depends on crucial factors. In this regard, the availability and quality of personnel, as well as financial resources, can facilitate the policy implementation process and help achieve the predetermined objectives. According to existing research, the availability of enforcement personnel is not yet optimal, as the number is insufficient; they often have to request assistance from personnel in other fields to carry out enforcement actions. Similarly, the competence of personnel in conducting enforcement is not yet optimal or firm, as there are still parking attendants and members of the public who park indiscriminately. Just as human resources are integral to policy implementation, financial resources are also integral to its success. In this situation, existing facilities and infrastructure are not sufficiently optimal, such as the lack of enforcement tools like tow trucks.

Characteristics of Implementing Agencies/Organizations

The third indicator is that the implementing agency or organization must be sufficiently firm and disciplined. As noted by Van Meter and Van Horn regarding the structural aspects of bureaucracy, this aspect is crucial because the effectiveness of policy implementation depends on characteristics appropriate to the implementing agency itself. This relates to the policy context, as some policies require disciplined, strict implementers. On the other hand, there are situations that require implementing agencies to be more democratic and persuasive. This aligns with existing research indicating that the Transportation Department, prior to taking any action, receives instructions from the Department Head to conduct raids at specific locations; if parking attendants commit violations, they are brought in for an official report (BAP). Additionally, they conduct enforcement operations at least once a week and take action by clamping vehicles, as well as conducting public awareness campaigns—the most recent of which was held in front of the CSB, where there is a ban on parking on the roadway along the CSB area, and they also cited Regional Regulation No. 11 of 2019, along with its penalties.

Attitude/Disposition

The fourth indicator—the responses of approval or rejection from implementers—has a significant influence on the effectiveness of parking management policy implementation in Cirebon City. A policy will be effective, efficient, and optimal if the implementers' attitudes and dispositions enable them to carry it out. Regarding the dispositions or attitudes of implementers in the implementation of the parking management policy in Cirebon City, research has shown that the policy implementers—in this case, the Transportation Agency—have a strong commitment and attitude toward enforcing the ban on illegal parking based on Cirebon City Regulation No. 11 of 2019. The attitude of those enforcing these parking policies is not yet optimal or disciplined. Judging by the orders and instructions from the Head of the Transportation Agency and the Head of the Parking Division to enforce discipline and regulations against illegal parking, there is always a strong commitment and attitude. However, in reality, there is still interference from other parties, such as in the CSB area, where parking attendants resist and oppose the enforcement of regulations, making them reluctant to be disciplined and brought into compliance.

Interorganizational Communication

The fifth indicator: For public policies to be effectively implemented, the established objectives must be understood by the individuals (implementers) responsible for achieving those objectives and meeting the policy standards. Therefore, these objectives and standards must be clearly communicated to the implementers. The communication used to convey information to policy implementers regarding objectives and standards must be consistent and uniform across various information sources. Based on the research, it can be concluded that the implementation of parking management policies in the City of Cirebon—specifically by the Transportation Department—involves two forms of communication directed at parking attendants and road users who park vehicles in prohibited areas along certain road sections. First, persuasive communication is carried out through public awareness campaigns; these campaigns are conducted via various media or directly with parking attendants and road users who park vehicles in prohibited zones. Second, communication is carried out repressively through strict enforcement, such as clamping vehicles parked in unauthorized or prohibited areas, and revoking permits or assignment letters for official parking attendants. Similarly,

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unauthorized parking attendants will be sanctioned by being detained and disciplined through data collection and guidance to deter them and prevent recurrence.

However, communication with the general public and road users has not been optimal, so there are still people who are unaware of the ban on parking their vehicles in unauthorized and restricted areas. As a result, many people park their vehicles in front of stores or on the roadway, claiming they were unaware of the ban. However, there are also instances where parking attendants direct road users and the public to park their vehicles in unauthorized locations. The Transportation Department has also conducted outreach efforts in collaboration with the Public Order Agency (Satpol PP), the Police, and the Indonesian National Armed Forces (TNI) to coordinate traffic enforcement and traffic flow management. This involves conducting enforcement operations and public awareness campaigns at locations prone to illegal parking by both parking attendants and the public, with the aim of promptly resolving the issue, particularly in areas designated for orderly traffic flow and those at high risk of illegal parking.

Environment

The final indicator is that environmental conditions significantly influence the implementation of parking management policies in Cirebon City, as they disrupt traffic order and flow. The final aspect to consider when assessing the effectiveness of policy implementation is the extent to which external factors contribute to the success of public policies. Unsupportive social, economic, and political environments can lead to policy implementation failures. Therefore, policy implementation requires a supportive external environment. In this case, the implementation of the parking management policy in Cirebon City has not yet been carried out effectively or optimally. From a social perspective, this is caused by cultural factors, as the community is not yet accustomed to the culture of order and discipline required to comply with traffic and parking rules in designated areas. Additionally, there is public acceptance that illegal parking is commonplace, with the rationale that parking in unauthorized spots keeps one closer to their destination—even though this practice can encourage and enable parking attendants to open new parking lots that are clearly prohibited. Another example of social conditions is that entering the CSB area requires e-money, and most people do not have it, citing reasons such as not understanding how to use it, the process being more complicated, and finding cash more practical, leading them to park outside the CSB area. From an economic

perspective as well, policy implementation is inevitably tied to the conditions of each community, and this is evidenced by the fact that people consistently park their vehicles in unauthorized spots due to the relatively free or inexpensive cost, the same applies to illegal parking attendants; driven by financial necessity, they seek to make a living through illegal fees, which serves as an alternative for them. This is because becoming an illegal parking attendant allows them to earn a daily income quickly, due to limited job opportunities and the perception of this role as a quick way to earn money. Finally, from a political perspective, this cannot be separated from resistance to enforcement; thus, when officers conduct crackdowns, illegal parking attendants often leave temporarily but return once the officers have departed. This indicates that resistance persists and that inconsistent and suboptimal enforcement lacks a deterrent effect. Similarly, some illegal parking activities are managed by specific community groups and individuals without official permits, making them difficult to regulate because of social dynamics and the belief among these illegal parking attendants that they have a right to use certain areas to earn a living.

In addition to factors that determine the effectiveness of parking management policy implementation in Cirebon City, there are also supporting and hindering conditions that determine whether the implementation is optimal. Supporting factors include the need for public participation in raising awareness and concern regarding parking regulations as well as reporting violations; coordination among relevant agencies and cooperation in enforcement (Department of Transportation, Satpol PP, Police, and the Indonesian National Armed Forces); clear legal grounds or legal basis for taking action against illegal parking attendants and the public, including the potential for criminal corruption resulting from illegal fees, and the necessity of integrated parking management through a well-planned parking system and traffic policies. Meanwhile, the hindering factors include limited resources in terms of personnel and facilities—both equipment and infrastructure—such as a shortage of tow trucks, the quality of personnel involved in enforcement remains low; sanctions imposed by the Transportation Department are considered insufficiently strict and too lenient, as evidenced by the continued presence of illegal parking attendants; the existence of individuals or organizations protecting illegal parking attendants; interference from other parties; limited job opportunities driving people to become illegal parking attendants to survive; and a parking system that is not yet optimal, as it is deemed ineffective and unclear. Efforts being made to reduce this

illegal parking problem include regular public awareness campaigns, strict and disciplined enforcement, providing official uniforms to registered parking attendants, offering access and opportunities to illegal parking attendants by allowing them to register as official parking attendants and be assigned to official locations, and conducting routine patrols and enforcement operations—whether joint operations or those carried out solely by the Department of Transportation.

The novelty of this study lies in its integrated evaluation of parking management policy implementation in a local urban context using a multidimensional policy implementation framework. Unlike previous studies that primarily assess enforcement outcomes or administrative performance, this research combines institutional, behavioral, and environmental perspectives to provide a holistic understanding of policy effectiveness.

Specifically, the study offers three main novelties:

1. Integrated Multi-Dimensional Analysis

This study applies the Van Meter and Van Horn model comprehensively to evaluate parking management policy implementation across six dimensions simultaneously.

2. Context-Specific Urban Governance Perspective

The research provides empirical evidence from a medium-sized Indonesian city (Cirebon), which is rarely examined in the existing literature dominated by studies in large metropolitan areas.

3. Identification of Socio-Economic Drivers of Illegal Parking

The study highlights the role of economic necessity, public behavior, and cultural acceptance as structural factors influencing the persistence of illegal parking practices.

CONCLUSION

Based on the research findings and analysis presented above, the author concludes that the regulation and management of illegal parking in the Cirebon City area are not yet fully optimal from various perspectives. The aspects that are already optimal include the characteristics of the implementing agencies/organizations and inter-organizational communication, while the aspects that are not yet optimal include the scope and objectives of the policy, resources, attitudes/dispositions, and the environment. Therefore, the Cirebon City Transportation Agency is expected to improve its oversight of parking comprehensively—not merely enforcing regulations but also re-examining locations where illegal parking attendants are likely to operate. It is also required to impose strict penalties on violators to prevent such incidents from recurring. This also applies to parking attendants, who must comply with existing regulations, and to the public, who are expected to always park their vehicles in the

parking zones provided by the Transportation Department and not in unauthorized locations. In this way, optimal cooperation can be achieved, resulting in maximum benefits for road users by providing convenience and supporting the maintenance of traffic order.

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