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Digitalization of Parking Retribution and Officer Performance: The Roles of Technology Readiness, Job Satisfaction, and Organizational Support

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ABSTRACT

Digitalization of parking retribution offers opportunities to improve payment efficiency, transparency, and public service accountability. However, technological implementation does not always translate into better officer performance. This study examines the roles of technology readiness, job satisfaction, and organizational support in shaping the effectiveness of digital parking services. Using a narrative literature review approach, the study develops a thematic synthesis of 20 targeted scientific publications from 2020 to 2026, covering digital payment implementation, employee adaptation, and organizational conditions. The synthesis suggests that QRIS and electronic payment systems can strengthen transaction management, but their operational benefits depend on employees' digital capabilities, working conditions, and institutional support. Technology readiness facilitates effective system use, while job satisfaction and organizational support help explain differences in employee responses and performance. The study proposes an integrative sociotechnical framework and emphasizes the importance of aligning digital infrastructure, employee development, and organizational management to improve parking service delivery.

ABSTRAK

Digitalisasi retribusi parkir membuka peluang untuk meningkatkan efisiensi pembayaran, transparansi, dan akuntabilitas pelayanan publik. Namun, penerapan teknologi tidak selalu diikuti peningkatan kinerja petugas. Penelitian ini mengkaji peran kesiapan teknologi, kepuasan kerja, dan dukungan organisasi dalam menentukan efektivitas pelayanan parkir digital. Dengan pendekatan narrative literature review, penelitian ini mengembangkan sintesis tematik berdasarkan 20 publikasi ilmiah yang ditargetkan dari periode 2020–2026, mencakup implementasi pembayaran digital, adaptasi pegawai, dan kondisi organisasi. Hasil sintesis menunjukkan bahwa QRIS dan sistem pembayaran elektronik berpotensi memperkuat pengelolaan transaksi, tetapi manfaat operasionalnya bergantung pada kemampuan digital petugas, kondisi kerja, dan dukungan institusional. Kesiapan teknologi membantu penggunaan sistem secara efektif, sedangkan kepuasan kerja dan dukungan organisasi menjelaskan perbedaan respons serta kinerja pegawai. Penelitian ini menawarkan kerangka konseptual sosioteknis yang menekankan pentingnya keselarasan antara infrastruktur digital, pengembangan kompetensi pegawai, dan pengelolaan organisasi untuk meningkatkan kualitas pelayanan parkir secara berkelanjutan dan mendukung tata kelola pendapatan daerah yang lebih akuntabel.

1. INTRODUCTION

Digital transformation has become an important part of public service reform, changing not only how government institutions deliver services but also how employees carry out their daily responsibilities. One visible example is the growing use of digital payment systems in public revenue collection. Services that previously relied on cash transactions are gradually adopting electronic payments to improve transaction efficiency, financial transparency, and administrative accountability. Parking retribution is particularly relevant to this transition because payments are collected directly from service users, often in busy public spaces

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where transactions must be completed quickly. However, introducing digital technology does not automatically improve the performance of employees responsible for operating it. A payment system may become more sophisticated while the people using it continue to face difficulties adapting to new procedures, technical requirements, and changing work expectations.

Indonesia provides an interesting setting for examining this issue. The introduction of the Quick Response Code Indonesian Standard (QRIS) by Bank Indonesia in 2019 established a standardized framework for QR-code-based payments across participating payment providers. Its adoption has expanded considerably. According to Bank Indonesia (2024), QRIS recorded approximately 6.24 billion transactions worth IDR 659.94 trillion during 2024, supported by 55.4 million users and 35.9 million registered merchants. By the first quarter of 2025, the number of QRIS users had reached approximately 56.3 million, with 38.1 million registered merchants and 2.5 billion transactions valued at IDR 239.1 trillion during that quarter (Bank Indonesia, 2025). These figures demonstrate the increasing importance of digital payments in Indonesia's economic activities. Nevertheless, national transaction growth cannot, by itself, explain how effectively digital payment systems operate within local government services or how employees experience their implementation.

The application of QRIS to parking retribution illustrates this distinction. From an administrative perspective, digital payments may improve transaction recording, reduce dependence on cash handling, and support more transparent revenue management. For local governments, these advantages are particularly relevant because parking retribution contributes to locally generated revenue and requires consistent monitoring of field-level collections. However, parking officers operate in environments that differ considerably from conventional retail businesses. They must interact with drivers, manage parking spaces, respond to traffic conditions, and complete payment transactions within relatively short periods. Introducing QRIS adds another operational requirement, including understanding payment procedures, checking transaction confirmation, and responding when customers or digital systems encounter difficulties. Consequently, the success of parking payment digitalization depends not only on the availability of technology but also on whether the technology fits the realities of officers' daily work.

Evidence from Indonesia suggests that these implementation challenges deserve closer attention. Jais (2025), in a qualitative study of QRIS-based parking retribution in Batam, reported benefits related to payment convenience, transaction security, and administrative transparency. However, the study also identified limitations involving supporting devices, internet connectivity, uneven training, and officers' understanding of digital payment procedures. This finding highlights an important difference between the expected benefits of digitalization and the conditions required to achieve them. A digital payment system may be technically available, yet its practical value can remain limited when employees lack the resources or knowledge needed to use it consistently. Similar concerns have emerged in broader public sector digital transformation research, suggesting that technology implementation should be examined alongside employee readiness and organizational conditions rather than treated as an isolated technological intervention.

Technology readiness is therefore a central consideration in understanding the relationship between parking retribution digitalization and officer performance. Readiness involves more than the ability to operate a smartphone or scan a QR code. It also concerns employees' confidence in using digital systems, their understanding of work procedures, their willingness to adapt, and their ability to resolve routine technical problems. The Technology Acceptance Model (TAM) developed by Davis (1989) provides a useful explanation by emphasizing perceived usefulness and perceived ease of use as important determinants of technology acceptance. When employees consider a system beneficial and manageable, they may be more willing to incorporate it into their work. However, when technology is perceived as difficult, unreliable, or disconnected from operational needs, adoption may become a formal obligation rather than a meaningful improvement in work practices.

Recent research provides further reasons to examine readiness within the wider organizational environment. Yunus et al. (2026) investigated digital infrastructure, digital leadership, digital readiness, work engagement, and employee performance in public sector organizations. Their study places employee readiness within a broader set of organizational relationships, indicating that digital transformation involves more than the provision of technological infrastructure. Similarly, Mashwama et al. (2026), through a systematic review of organizational readiness and capability drivers, identified leadership, human capital, digital culture, technological infrastructure, and organizational capabilities as interconnected elements of digital trans-

formation. These perspectives suggest that employee readiness cannot be separated entirely from the organizational conditions in which new technologies are introduced.

Another important dimension is job satisfaction. Public service digitalization is frequently discussed in terms of efficiency, accountability, and service quality, while less attention is given to how technological changes influence employees' everyday working experiences. For parking officers, job satisfaction may be associated with supervisory practices, workload, compensation, career opportunities, and perceptions of organizational fairness. Digital payment systems can potentially make certain tasks easier, but they may also introduce unfamiliar responsibilities or additional pressure when employees are expected to adopt new procedures without adequate preparation. In such circumstances, technology may improve administrative processes without necessarily improving employees' motivation or performance. Bryson & White (2024), examining human resource management practices in the British public sector, found positive associations with workplace performance but did not identify corresponding positive associations with employee well-being or motivation. Although their research does not specifically address parking services, it demonstrates why organizational performance and employee experiences should be examined as related but distinct outcomes.

Job satisfaction becomes especially relevant when employees experience digital transformation as a change imposed upon them rather than a process in which they receive sufficient guidance and support. Employees may comply with new payment procedures while remaining uncertain about their responsibilities, concerned about technical mistakes, or dissatisfied with how changes are managed. This creates an important question about the relationship between technological modernization and employee performance. If employees are expected to become more productive through digitalization, organizations must also consider whether working conditions enable them to perform effectively. Technology may simplify some administrative tasks, but its contribution to performance can be weakened when employees experience excessive work pressure, inadequate supervision, or limited opportunities for professional development.

Organizational support provides another explanation for why digital transformation produces different outcomes across workplaces. Support may include technical training, accessible assistance, adequate equipment, clear operational procedures, responsive supervision, and opportunities for employees to communicate implementation difficulties. From a sociotechnical perspective, technology and work organization are interdependent. Changes to one component can influence the effectiveness of the others, meaning that improvements in technological infrastructure do not necessarily produce better outcomes unless work practices and organizational arrangements are also considered. Sameer (2022), examining digitalization, organizational support, workforce agility, and task performance in Indian public sector organizations, provides a relevant perspective on the interaction between digital work arrangements and organizational conditions. This suggests that support should not be viewed merely as an additional resource but as part of the process through which digital systems become useful in everyday work.

The importance of organizational support is also reflected in more recent research. Baidowi et al. (2026) examined digital transformation, organizational support, readiness for change, and employee performance, identifying differences between the direct contribution of organizational support and the role of individual readiness. Although their study was conducted outside the parking retribution sector, it illustrates the need to distinguish between providing organizational resources and ensuring that employees are prepared to translate those resources into improved performance. This distinction is particularly important in local government services, where employees may face operational constraints that are not immediately visible to policymakers or system developers.

Despite the growing literature on digital transformation, several questions remain insufficiently connected. Studies on digital payments frequently emphasize adoption, transaction convenience, and administrative efficiency. Research on employee performance, meanwhile, often concentrates on motivation, satisfaction, supervision, and organizational support. These perspectives are valuable, but examining them separately may overlook how technological and human factors interact during digital public service delivery. In parking retribution services, this separation is especially problematic because digital payment implementation occurs through direct interactions between officers, service users, payment applications, and local government procedures. The effectiveness of digitalization therefore depends on a combination of technological readiness, employee experience, and organizational arrangements.

The research gap addressed in this study is not simply the limited number of publications specifically examining QRIS among parking officers. More importantly, it concerns the need for an integrated explanation of why digital payment adoption may improve administrative processes without consistently producing

corresponding improvements in frontline employee performance. Technology acceptance research helps explain employees' perceptions and willingness to use digital systems, while job satisfaction research addresses their experience of work. Organizational support research, in turn, highlights the resources and institutional conditions needed to implement change. Bringing these perspectives together may provide a more comprehensive understanding of digital transformation in parking retribution services.

Accordingly, this study aims to critically review and synthesize the literature on parking retribution digitalization and officer performance, with particular attention to technology readiness, job satisfaction, and organizational support. Using a narrative literature review approach, the study examines how these factors are discussed in previous research, identifies areas of agreement and disagreement, and explores the conditions under which digital payment systems may contribute to better employee performance. The review draws on research concerning QRIS and parking retribution alongside relevant studies of technology adoption, employee management, and public sector digital transformation. By integrating these perspectives, the study seeks to develop a conceptual understanding of digitalization as a process involving both technological and human dimensions, offering insights for local governments seeking to improve public revenue services without overlooking the employees responsible for delivering them.

2. THEORETICAL FRAMEWORK AND HYPOTHESES

2.1. Digitalization of Parking Retribution and Officer Performance

Digitalization has gradually changed how local governments manage public revenue and deliver services. In parking retribution, the transition from cash payments to electronic transactions is expected to improve payment convenience, transaction recording, and financial accountability. The introduction of QRIS in Indonesia provides a practical example of this transformation. Through a standardized QR-code payment mechanism, parking transactions can be processed electronically, potentially reducing manual cash handling and making revenue collection easier to monitor. However, the effectiveness of digitalization should not be assessed solely through transaction speed or the availability of payment technology. It must also be understood through the experiences and performance of the officers responsible for operating the system.

Parking retribution services present particular operational challenges because officers perform several responsibilities simultaneously. In addition to collecting payments, they assist drivers, organize parking spaces, respond to customer inquiries, and maintain orderly parking activities. Digital payments introduce new procedures that may simplify some tasks while making others more demanding. Officers must understand transaction verification, respond to unsuccessful payments, and accommodate customers who are unfamiliar with electronic payment systems. Consequently, digitalization may produce administrative benefits without immediately improving individual performance. The relationship between technology implementation and employee performance is therefore more complex than the assumption that replacing manual procedures with digital systems will automatically make employees more productive.

This distinction can be understood through the concept of task–technology fit, which emphasizes the importance of aligning technological capabilities with the requirements of work activities (Goodhue & Thompson, 1995). A system may be technically advanced but still provide limited practical benefits when it does not adequately support the tasks employees perform. In parking retribution, the relevant question is not simply whether QRIS is available, but whether its implementation helps officers complete transactions accurately, efficiently, and consistently under actual working conditions. From this perspective, officer performance should be assessed through work quality, timeliness, service responsiveness, transaction accuracy, and the ability to adapt to changing operational requirements.

2.2. Technology Readiness and Acceptance of Digital Payment Systems

Technology readiness is an important factor in determining whether digital payment systems become useful tools or additional sources of difficulty for employees. In the context of parking retribution, readiness involves the knowledge, confidence, and practical skills required to operate electronic payment systems. It also includes employees' willingness to adjust established routines and their ability to respond to unfamiliar technical situations. Officers who understand how a digital payment system works may find it easier to incorporate the technology into daily activities. By contrast, employees with limited digital experience may require additional time, guidance, and technical assistance before the system can be used effectively.

The Technology Acceptance Model developed by Davis (1989) provides a theoretical foundation for

understanding these differences. TAM explains technology acceptance through two central perceptions: perceived usefulness and perceived ease of use. Perceived usefulness refers to the extent to which individuals believe that technology can improve their work performance, while perceived ease of use concerns the effort required to operate it. Applied to parking retribution, officers are more likely to accept QRIS when they recognize that it simplifies payment collection and when the procedures are sufficiently straightforward to follow. However, these perceptions should not be confused with actual performance improvement. An employee may consider QRIS useful while still encountering network disruptions, limited equipment, or difficulties verifying transactions.

Venkatesh et al. (2003) expanded the discussion of technology acceptance through the Unified Theory of Acceptance and Use of Technology (UTAUT). Their framework incorporates performance expectancy, effort expectancy, social influence, and facilitating conditions to explain technology acceptance and usage. Facilitating conditions are particularly relevant to parking retribution because officers depend on practical resources such as functioning devices, stable internet connections, clear instructions, and technical assistance. Social influence also deserves attention because the adoption of government payment systems may be driven by institutional requirements rather than personal preference. Although mandatory implementation can increase system usage, it does not necessarily indicate that employees feel confident or adequately prepared to use the technology.

An important distinction therefore exists between technology adoption and technology readiness. Adoption indicates that a system has been introduced or is being used, whereas readiness concerns whether employees possess the capabilities and conditions needed to use it effectively. This distinction is essential when examining digital transformation in public services. If officers are required to use QRIS without sufficient preparation, the technology may be adopted formally while its potential contribution to work performance remains limited. Accordingly, technology readiness should be understood as a combination of individual competence, perceived usefulness, operational confidence, and access to supporting resources rather than merely the presence of digital payment facilities.

2.3. Job Satisfaction and Employee Performance in Digital Public Services

While technology readiness explains employees' ability and willingness to use digital systems, job satisfaction helps explain how they experience their work. Job satisfaction reflects employees' overall evaluation of their working conditions, including compensation, supervision, workload, relationships with colleagues, and opportunities for professional development. In public service organizations, these conditions are important because employees are expected to maintain service quality while responding to administrative requirements and changing public expectations. The introduction of digital technology can influence this experience by altering work procedures, performance expectations, and the level of responsibility assigned to employees.

The relationship between job satisfaction and performance has been widely discussed in organizational research. Judge et al. (2001), through a meta-analysis, identified a positive association between job satisfaction and job performance, although the relationship should not be interpreted as evidence that satisfaction alone determines productivity. This distinction is relevant to parking retribution officers because their performance depends on several conditions beyond personal motivation. Officers may be satisfied with their compensation or relationships at work but still experience difficulties when payment systems are unreliable. Conversely, employees may possess strong technical abilities but perform less effectively when they experience excessive pressure, unclear responsibilities, or inadequate supervision.

Digital transformation can also change the balance between job demands and available resources. Bakker & Demerouti (2017), through Job Demands–Resources Theory, explain that employee well-being and performance are influenced by the interaction between work demands and the resources available to manage them. In parking retribution services, digitalization may reduce certain administrative burdens while introducing new demands, such as learning unfamiliar procedures, handling transaction errors, and meeting expectations for faster service. When these demands are accompanied by adequate training, supportive supervision, and reasonable workloads, employees may be better positioned to adapt. Without such resources, digitalization may become an additional source of work pressure rather than an improvement in working conditions.

This perspective suggests that job satisfaction should not be treated as a secondary concern in public service digitalization. Employees are the individuals who translate technological systems into actual service delivery. Their perceptions of fairness, support, workload, and professional recognition may influence how

consistently they perform their responsibilities. Nevertheless, the literature also requires careful interpretation. Positive associations between satisfaction and performance do not establish that improving satisfaction will always produce higher productivity. The relationship may vary according to job characteristics, organizational arrangements, and the availability of resources. For this reason, job satisfaction needs to be examined alongside technology readiness and organizational support rather than as an isolated explanation of officer performance.

2.4. Organizational Support and Sociotechnical Alignment

Organizational support represents the institutional conditions that enable employees to perform their responsibilities effectively. In digital public services, support may include training, technical assistance, adequate equipment, clear operational procedures, responsive supervision, and opportunities for employees to communicate implementation difficulties. These forms of support are particularly important when technological changes alter established work routines. Introducing QRIS without preparing officers to use it may create a gap between the objectives of digitalization and the realities of daily service delivery. Organizational support can help reduce this gap by ensuring that employees receive the resources and guidance needed to adapt.

The concept of perceived organizational support provides one explanation for the importance of these conditions. Eisenberger et al. (1986) describe perceived organizational support in terms of employees' beliefs about whether their organization values their contributions and cares about their well-being. In the context of digitalization, this perspective suggests that employees may respond differently to technological changes depending on how they perceive organizational treatment. Training, accessible assistance, and constructive supervision can communicate that the organization recognizes the difficulties involved in learning new systems. However, organizational support should not be reduced to employees' perceptions alone. Its practical dimensions, including equipment availability, system maintenance, and clearly defined responsibilities, are equally important for the implementation of digital payment services.

Sociotechnical Systems Theory offers a broader perspective by emphasizing the interdependence of technological and social components within organizations. Trist & Bamforth (1951) demonstrated how changes in technical work arrangements can influence social relationships and organizational functioning. Applied to parking retribution, this perspective suggests that QRIS implementation cannot be separated from the officers who operate it, the supervisors who manage their work, and the procedures governing public revenue collection. Technology may improve transaction recording, but its operational benefits depend on whether responsibilities, training arrangements, supervision, and service procedures are appropriately aligned.

Organizational support therefore serves two related purposes. First, it provides the practical conditions required for employees to use digital technology effectively. Second, it helps organizations manage the human consequences of technological change. These functions are connected but should not be assumed to produce identical outcomes. Technical assistance may improve officers' ability to complete digital transactions, while supportive supervision may influence their confidence and satisfaction. Both may contribute to performance, although the strength and direction of these relationships require further examination. The sociotechnical perspective is useful because it moves the discussion beyond the question of whether a payment system works and toward the broader question of whether the organization is prepared to work effectively with that system.

2.5. Integrating Technology Readiness, Job Satisfaction, and Organizational Support

The preceding discussion indicates that digitalization and employee performance should not be understood through a single explanatory factor. Technology readiness addresses whether officers have the knowledge, confidence, and capabilities needed to use digital payment systems. Job satisfaction concerns how employees evaluate their working conditions and experience the demands of their responsibilities. Organizational support reflects the resources, supervision, and institutional arrangements that help employees perform their work. Although these dimensions are conceptually distinct, they are closely connected in the everyday operation of digital public services.

An officer may possess adequate digital skills but experience limited performance improvement because the organization does not provide reliable equipment or clear procedures. Another officer may receive

sufficient technical support but remain dissatisfied because of excessive workloads or limited career opportunities. Similarly, positive working conditions may support employee motivation without resolving difficulties associated with unfamiliar digital systems. These examples illustrate why examining technology readiness, job satisfaction, and organizational support separately may provide an incomplete explanation of officer performance. Their relationships need to be considered together, particularly in services where technological procedures are embedded in direct interactions with the public.

The integration of TAM, Job Demands–Resources Theory, and Sociotechnical Systems Theory provides a useful foundation for this review. TAM helps explain the acceptance and perceived usefulness of digital payment systems. Job Demands–Resources Theory highlights how work pressures and available resources shape employee experiences and functioning. Sociotechnical Systems Theory connects these individual and organizational considerations with the technological arrangements through which services are delivered. Together, these perspectives suggest that the contribution of parking retribution digitalization to officer performance is likely to depend on the alignment between technological capabilities, employee readiness, working conditions, and organizational support.

Based on this conceptual understanding, the present narrative review examines three interconnected questions. First, how does technology readiness shape the relationship between digital payment implementation and officer performance? Second, how does job satisfaction influence employees' ability to maintain effective service delivery during technological change? Third, how does organizational support facilitate or constrain the translation of digital payment adoption into improved performance? These questions guide the subsequent literature synthesis. Rather than assuming that digitalization necessarily improves employee performance, the review seeks to identify the circumstances under which technological modernization can produce meaningful improvements in public service operations.

3. RESEARCH METHOD

3.1 Research Design

This study employs a narrative literature review to examine the relationship between parking retribution digitalization and officer performance, with particular attention to technology readiness, job satisfaction, and organizational support. The review integrates findings from previous studies to understand how digital payment systems influence daily work practices, employee adaptation, and service performance. Rather than testing statistical relationships, the study develops an integrated understanding of the technological, individual, and organizational conditions that shape digital transformation in public services. The review follows four stages: literature identification, screening and selection, thematic categorization, and narrative synthesis.

3.2. Literature Search Strategy

The literature search is designed to cover scientific publications from 2020 to 2026 using Google Scholar, Crossref, and academic publisher platforms. The main search terms include "QRIS", "parking retribution", "digital payment", "electronic parking", "technology readiness", "technology acceptance", "job satisfaction", "organizational support", and "employee performance". These terms are combined using Boolean operators AND and OR to identify studies addressing the technological, human, and organizational dimensions of digital public service delivery. English and Indonesian publications are considered to capture relevant evidence from different research settings. A total of 20 primary articles is established as the target for narrative synthesis, while foundational theoretical and methodological references are treated separately from the primary review corpus.

3.3. Inclusion and Exclusion Criteria

Literature selection is based on publication relevance, scientific credibility, research context, and the availability of sufficient information for critical analysis. Studies directly examining QRIS and parking retribution are prioritized, while research from related public service and organizational settings is considered when it provides relevant evidence about technology readiness, job satisfaction, organizational support, or employee performance. The selection criteria are presented in Table 1.

Table 1. Literature Inclusion and Exclusion Criteria

Aspect	Inclusion criteria	Exclusion criteria
Publication period	2020–2026	Outside the selected period
Literature sources	Verifiable scientific publications	Unverifiable sources
Publication type	Empirical, conceptual, and review articles	News, editorials, and nonacademic materials
Research focus	Digital payments, QRIS, parking retribution, and employee performance	Studies unrelated to digitalization or employee performance
Technology dimensions	Technology readiness, digital literacy, technology acceptance, and resistance to change	Studies without relevant technological dimensions
Human and organizational dimensions	Job satisfaction, organizational support, training, and employee performance	Studies without relevant human or organizational outcomes
Research context	Parking services, public organizations, and relevant service settings	Contexts without a meaningful connection to the research objectives
Information availability	Sufficient methodological and substantive information	Insufficient information for critical synthesis

Source: Authors' literature selection framework (2026).

3.4. Literature Selection Process

The literature selection process followed the PRISMA 2020 reporting framework developed by Page et al. (2021) to ensure transparency in identifying, screening, assessing, and selecting relevant publications. Although PRISMA was originally developed for systematic reviews, its flow diagram was adapted to document the selection process in this narrative literature review. A total of 85 records were identified from Google Scholar (n = 50), Crossref (n = 20), and academic publisher platforms (n = 15). After removing 15 duplicate records, 70 publications remained for title and abstract screening. During this stage, 35 records were excluded because of limited relevance to the research focus (n = 21), unsuitable research contexts (n = 9), or inappropriate publication types (n = 5). The remaining 35 articles underwent full-text eligibility assessment. Of these, 15 articles were excluded because they did not sufficiently examine the relationship between digitalization and employee performance (n = 9) or lacked adequate methodological and substantive information (n = 6). Consequently, 20 articles were included in the final narrative synthesis, representing 23.53% of the initially identified records. Figure 1 illustrates the literature selection process, from initial identification to final inclusion.

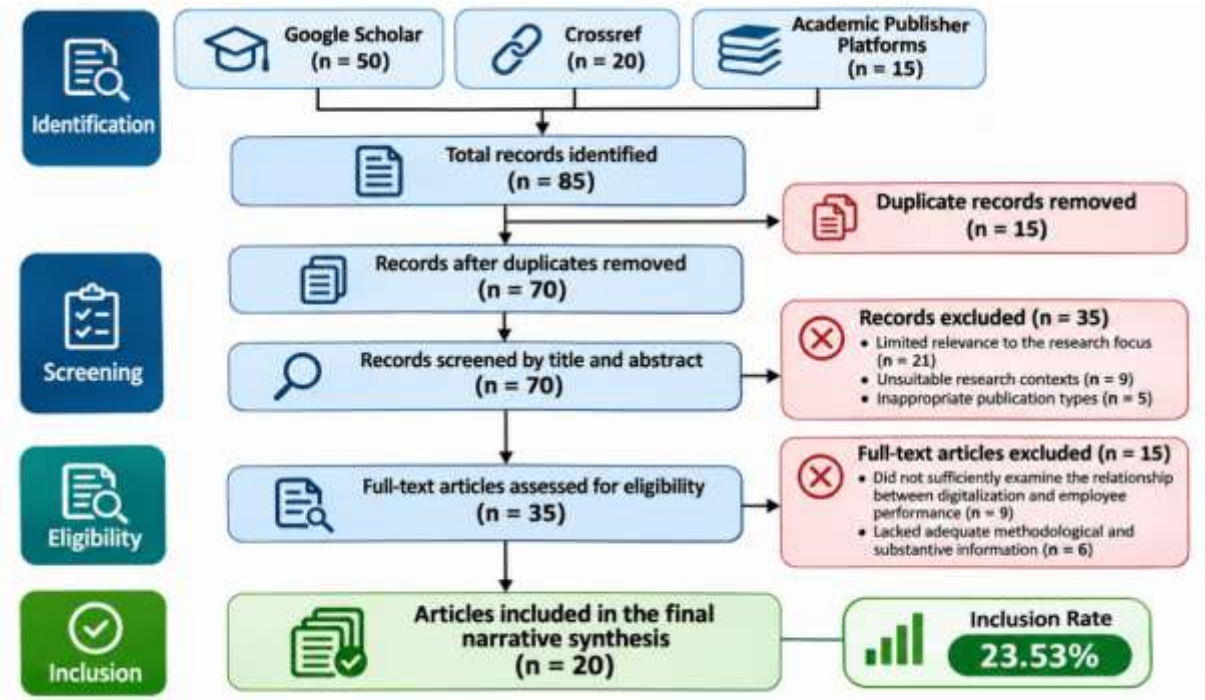


Figure 1. Literature Selection Process
Source: Adapted from Page et al. (2021), PRISMA (2020).

3.5. Literature Analysis and Synthesis

The 20 targeted articles are organized into a literature matrix covering authorship, publication year, research context, methodology, key findings, and relevance to parking retribution digitalization and officer performance. The narrative synthesis examines four main themes: digitalization of parking retribution and officer performance; technology readiness and acceptance of digital payment systems; job satisfaction in digital public services; and organizational support in digital transformation. The analysis compares findings across different organizational settings to identify recurring patterns, contradictory results, implementation barriers, and research gaps. These findings are subsequently integrated into a conceptual framework connecting digital payment implementation, technology readiness, job satisfaction, organizational support, and officer performance. The proposed relationships are interpreted as a conceptual synthesis rather than causal effects established through new empirical testing.

4. DATA ANALYSIS AND DISCUSSION

4.1 Overview of the Reviewed Literature

Research on parking retribution digitalization has developed across several interconnected areas. Some studies examine the introduction of QRIS and electronic parking payments as instruments for improving transaction efficiency, revenue accountability, and public service transparency. Others investigate the challenges of implementation, particularly technological infrastructure, employee readiness, policy communication, and the ability of parking attendants to adapt to new payment procedures. A broader body of organizational research considers the relationship between digital transformation, job satisfaction, organizational support, and employee performance. Although these studies approach digitalization from different perspectives, they share an important concern: introducing technology does not necessarily guarantee that employees will perform their responsibilities more effectively.

The 20 publications assembled for this review cover four main areas: parking retribution digitalization and service management; technology readiness and acceptance; job satisfaction and employee performance; and organizational support in digital transformation. The studies employ qualitative case studies, quantitative surveys, structural equation modeling, and organizational assessments. Their diversity makes it possible to examine digitalization beyond payment technology and consider the human and institutional conditions influencing its implementation. However, the findings should not be treated as interchangeable. Research measuring parking revenue differs from studies investigating technology acceptance or individual performance. Likewise, findings from public administration, banking, and other organizational settings cannot automatically be generalized to parking attendants. These differences are considered throughout the synthesis.

Table 2. Literature Matrix on Parking Retribution Digitalization and Officer Performance

No.	Author(s)	Research focus	Main contribution to the synthesis
1	Anggraeni & Pambudi (2024)	QRIS implementation in Yogyakarta parking retribution	Identifies the importance of policy standards, communication, organizational characteristics, and implementation conditions
2	Lestari et al. (2024)	QRIS use in Mataram parking retribution	Examines payment effectiveness and changes in parking revenue
3	Novaria (2024)	QRIS policy implementation in Surabaya parking services	Highlights transparency benefits and barriers involving resources, connectivity, and employee acceptance
4	Yamin & Nur Fadilah (2024)	Digital competence, organizational support, job satisfaction, and employee performance	Demonstrates that digital competence does not necessarily produce a significant direct performance effect
5	Kim & Park (2024)	Digital transformation competencies and job performance	Identifies supportive learning environments and readiness for change as important explanatory mechanisms
6	Lestari et al. (2025)	QRIS payment acceptance in Tanjungpinang	Uses TAM to explain perceived usefulness, ease of use, behavioral intention, and actual usage
7	Laia et al. (2025)	Optimization of on-street parking retribution	Identifies supervision, infrastructure, and collection-management barriers
8	Pulkkinen et al. (2025)	Civil servants' digitalization readiness	Explains the organizational support mechanisms

			needed for employees to adapt to digital public services
9	Jailani et al. (2025)	Organizational support, readiness for change, and performance	Examines how organizational support contributes to change readiness and employee performance
10	Abdullahi & Abdul Manaf (2025)	Digital transformation and e-governance effectiveness	Highlights technological readiness, organizational capability, and facilitating conditions
11	Maharudin et al. (2025)	Training, leadership, and digital transformation in public organizations	Emphasizes the integration of human resource development and technological transformation
12	Dara et al. (2025)	Organizational support and employee well-being in the Indonesian civil service	Connects organizational support with employee experiences in changing work arrangements
13	Baidowi et al. (2026)	Digital transformation, organizational support, and employee performance	Reports a positive transformation–performance relationship alongside a nonsignificant direct support effect
14	Ramadhan & Suratman (2026)	Digital leadership, job satisfaction, and non-ASN employee performance	Identifies job satisfaction as an important pathway linking leadership and support with performance
15	Yunus et al. (2026)	Digital infrastructure, readiness, engagement, and performance	Examines how infrastructure and employee-related conditions contribute to public sector performance
16	Zakky & Salim (2026)	Digital transformation, job satisfaction, and employee performance	Identifies positive relationships and the importance of a supportive work environment
17	Kurnia et al. (2026)	Competency development and change readiness in public organizations	Highlights the importance of employee capabilities and organizational adaptation
18	Wahyuni (2026)	Digital system acceptance, organizational support, and readiness	Shows how readiness can strengthen the relationship between system characteristics and acceptance
19	Bachtiar et al. (2026)	Parking collection compliance and governance	Examines the role of collection systems, compliance, and institutional governance
20	Saputra et al. (2022)	Digital leadership, organizational support, job satisfaction, and engagement	Connects organizational support and digital leadership with employee attitudes and work engagement

Source: Authors' literature compilation (2026), based on the publications listed in the References.

The literature matrix reveals three important patterns. First, research on digital parking payments has largely concentrated on administrative outcomes, including payment convenience, transaction accountability, and revenue management. These outcomes are important, but they do not directly establish whether parking attendants have become more productive or satisfied with their work. Second, technology readiness emerges as a recurring issue in both parking services and broader public organizations. Employees require more than access to digital applications; they need the knowledge, confidence, and practical resources necessary to use technology under real working conditions. Third, organizational studies increasingly recognize that employee performance depends on the interaction between technological change, job satisfaction, leadership, and institutional support. These findings provide a starting point for examining why the implementation of QRIS may produce different outcomes across parking service environments.

4.2. Parking Retribution Digitalization and Officer Performance

The introduction of digital payment systems has changed how local governments manage parking retribution. Under conventional cash-based arrangements, transactions depend heavily on manual collection, recording, and reporting. These procedures can create difficulties in monitoring revenue and maintaining consistent financial accountability. QRIS offers an alternative by allowing payments to be recorded electronically, potentially improving transparency and reducing dependence on physical cash. Nevertheless, the operational benefits of digital payments should not be confused with automatic improvements in employee performance. Novaria (2024) examines the implementation of QRIS in Surabaya's parking levy system and identifies several factors influencing policy effectiveness. The study emphasizes the importance of policy objec-

tives, resource availability, communication, implementing organizations, and the attitudes of policy implementers. Its findings suggest that digital payment systems may support transparency and revenue management, but implementation remains dependent on institutional and operational conditions. This distinction is important because parking attendants operate at the point where government policy meets everyday public service activities. A policy may be well designed administratively but encounter difficulties when officers lack the equipment or knowledge needed to implement it consistently. Anggraeni & Pambudi (2024) provide a related perspective through their research on QRIS-based parking retribution in Yogyakarta. Their findings show that policy implementation involves the interaction of organizational characteristics, communication, standards, and the disposition of implementing personnel. The study demonstrates that digitalization is not merely a technical decision. It also requires coordination between government institutions and the individuals responsible for carrying out payment procedures. In practice, unclear instructions or inconsistent communication may create uncertainty even when the technology itself is available.

Evidence from Mataram further illustrates the distinction between administrative performance and individual employee outcomes. Lestari et al. (2024) examine QRIS-based parking payments and report that the system was considered feasible to continue, alongside an increase in reported parking retribution revenue. However, higher revenue cannot be interpreted as proof that every parking officer performs more effectively. Revenue may also be influenced by parking demand, enforcement practices, tariffs, and the coverage of collection activities. The contribution of QRIS therefore needs to be assessed in relation to the particular outcomes being measured. Laia et al. (2025) extend this discussion by examining strategies for optimizing on-street parking retribution. Their research identifies problems involving supervision, parking infrastructure, and irregularities in collection practices. These findings are relevant because digital payments cannot independently resolve weaknesses in governance or operational management. An electronic transaction system may improve the recording of payments, but it does not automatically ensure that parking spaces are managed properly, officers follow procedures, or institutional supervision is effective. Bachtiar et al. (2026) also examine the relationship between parking collection systems, compliance, and governance. Their research reinforces the importance of understanding parking retribution as an institutional process involving multiple responsibilities. Although the study addresses revenue contribution rather than QRIS-specific employee performance, it demonstrates why collection arrangements and governance conditions need to be considered when evaluating digitalization.

Taken together, these studies suggest that parking retribution digitalization produces several possible outcomes that should remain analytically distinct. The first concerns technological implementation, including the availability and use of electronic payment facilities. The second concerns administrative outcomes, particularly transaction recording, transparency, and revenue management. The third concerns employee performance, including accuracy, timeliness, service responsiveness, and compliance with operational procedures. Improvements in one dimension may support another, but the relationship is not guaranteed. The main implication is that digitalization should be evaluated through the work actually performed by parking attendants. A successful QRIS program is not simply one in which electronic transactions are available. It should also enable officers to complete payments reliably, respond to customer difficulties, and maintain service quality without unnecessary administrative burdens. This perspective provides a more meaningful basis for examining the relationship between digital payment systems and officer performance.

4.3. Technology Readiness and Acceptance of Digital Payment Systems

Technology readiness is central to understanding why employees respond differently to digital payment implementation. Parking attendants are expected to operate payment systems while simultaneously managing vehicles, interacting with customers, and maintaining order in parking areas. Their responsibilities often require immediate decisions, particularly when transactions fail or customers are unfamiliar with electronic payments. Under these conditions, technology readiness involves more than the ability to open an application or scan a QR code. It includes practical knowledge, confidence, adaptability, and the ability to resolve routine technical problems. Lestari et al. (2025) investigate the response to QRIS-based parking payments in Tanjungpinang using the Technology Acceptance Model. Their study involves 105 respondents and applies structural equation modeling to examine perceived usefulness, perceived ease of use, attitudes, behavioral intention, and actual usage. Six of the seven proposed relationships are reported as significant, while the disposition of policy implementers does not significantly influence intention. This finding is important be-

cause it suggests that technology acceptance cannot be explained entirely through policy support or administrative expectations. Individual perceptions of usefulness and ease of use remain relevant to whether digital payment systems are accepted.

Pulkkinen et al. (2025) provide further insight through their study of digitalization readiness among civil servants in municipal technical services. Their research emphasizes organizational support mechanisms that help employees develop the ability and preparedness to use digital devices, software, and related resources. Although the setting differs from Indonesian parking services, the findings are relevant because municipal employees frequently operate within structured administrative procedures while responding to practical service demands. Readiness therefore depends on the relationship between individual capability and the conditions provided by the organization. Kim & Park (2024) examine digital transformation competencies and individual job performance in South Korean organizations. Their findings identify supportive learning environments and individual readiness for change as important mechanisms connecting digital transformation competencies with performance. This perspective helps explain why introducing technology and providing basic instructions may be insufficient. Employees need opportunities to develop competence, receive feedback, and adjust their work practices as digital procedures become part of everyday responsibilities.

The relationship between readiness and organizational effectiveness is also evident in Abdullahi & Abdul Manaf (2025). Their study of digital transformation in the Malaysian public sector identifies technological readiness, organizational capability, policy support, performance expectancy, and facilitating conditions as significant contributors to e-governance effectiveness. Although e-governance involves a broader set of services than parking retribution, the study demonstrates that digital public service outcomes depend on the alignment of technology, organizational capability, and implementation conditions. Wahyuni (2026) examines digital system acceptance and finds that system ease of use and organizational support positively influence acceptance, while employee digital readiness strengthens these relationships. The findings support an important distinction between the characteristics of a system and employees' ability to use it. A system may be designed to be simple, but its usefulness in practice still depends on whether employees understand the procedures and have sufficient support to complete their responsibilities.

These studies suggest that technology readiness should be treated as an ongoing organizational concern rather than a one-time requirement before implementation. Digital systems change, payment procedures are updated, and employees encounter new situations as public usage expands. For parking attendants, readiness must therefore include continuous learning and practical assistance. The relevant question is not simply whether officers have received training, but whether they can use QRIS consistently and confidently when facing actual service conditions. This interpretation also helps distinguish technology acceptance from employee performance. An officer may recognize the benefits of QRIS and intend to use it, yet still encounter difficulties because of unreliable connectivity or limited equipment. Conversely, an officer may initially be reluctant to adopt digital payments but become more confident after receiving appropriate assistance. The literature therefore suggests that readiness influences how technological opportunities are translated into everyday work practices. Its contribution to performance is likely to depend on the interaction between individual competence and the organizational environment.

4.4. Job Satisfaction and Organizational Support in Digital Public Services

The literature on digital transformation increasingly recognizes that technological capability alone cannot explain employee performance. Employees work within organizational environments that influence their motivation, responsibilities, and perceptions of fairness. Job satisfaction is therefore relevant because it reflects how individuals evaluate their working conditions, including supervision, workload, recognition, compensation, and opportunities for development. These considerations become particularly important when digitalization changes established procedures and introduces new expectations. Yamin & Nur Fadilah (2024) examine transformational leadership, employee digital competence, perceived organizational support, job satisfaction, and employee performance. Their study reports that digital competence does not have a significant direct relationship with performance, while organizational support contributes positively. The findings challenge the assumption that improving digital skills alone is sufficient to improve employee outcomes. Employees may possess the technical knowledge needed to operate a system without experiencing the organizational conditions necessary to perform effectively. Baidowi et al. (2026) provide a different result. Their

study identifies a positive and significant relationship between digital transformation and employee performance, while organizational support does not have a significant direct effect. This difference is important because it suggests that the relationship between support and performance is not uniform across organizational settings. Support may contribute indirectly through readiness or other employee-related mechanisms, while its direct influence may depend on how it is measured and implemented.

Ramadhan & Suratman (2026) offer further evidence from non-ASN employees in West Java. Their study reports that digital leadership and job satisfaction significantly influence employee performance, while organizational support does not have a significant direct effect. However, organizational support and digital leadership positively influence job satisfaction, which mediates their relationships with performance. This finding helps explain why organizational support may remain important even when its direct effect is statistically insignificant. Support can influence employees' experience of work, which may subsequently be associated with their performance. Jailani et al. (2025) examine organizational support, readiness for change, and performance among administrative employees in a public university. Their findings indicate that organizational support is positively associated with readiness and performance. Although university administration differs from parking services, the study reinforces the relevance of organizational resources during periods of institutional change. Employees may be better prepared to adopt new procedures when they believe that their organization provides the necessary assistance and recognizes their contributions.

Research on employee well-being adds another dimension to this discussion. Dara et al. (2025) examine perceived organizational support and employee well-being among Indonesia's State Civil Apparatus in hybrid working arrangements. Their research highlights the importance of organizational conditions in shaping employee experiences during changes in work organization. While well-being is not equivalent to job satisfaction or performance, it provides a useful reminder that digital transformation may influence employees through psychological and social mechanisms as well as technical procedures. Zakky & Salim (2026) examine digital transformation, job satisfaction, and employee performance in a public sector organization. Their findings indicate positive relationships between digital transformation, job satisfaction, and performance, with the work environment strengthening the relationship between digital transformation and performance. This supports the argument that the organizational environment can influence how effectively technological changes are translated into employee outcomes. Maharudin et al. (2025) similarly emphasize the integration of training, leadership, and digital transformation in public sector performance. Their research suggests that isolated technological initiatives may be less effective than reforms that also address human resource development and organizational management. Yunus et al. (2026) extend this perspective by examining digital infrastructure, leadership, readiness, engagement, and performance in public organizations. Together, these studies indicate that technology, employee capability, and organizational arrangements should be understood as interconnected elements of digital transformation.

Kurnia et al. (2026) also examine competency development and readiness for organizational change in the public sector. Their findings identify positive relationships between competency development, readiness, and organizational performance. The study supports the importance of preparing employees for new procedures rather than assuming that formal policy implementation will automatically produce effective adaptation. Saputra et al. (2022) contribute to this discussion by examining digital leadership, perceived organizational support, job satisfaction, and work engagement. Their research places employee attitudes and engagement within the broader relationship between digital leadership and organizational support. This perspective is relevant to parking retribution because officers are not merely operators of payment technology. They are frontline service providers whose performance involves judgment, customer interaction, and responses to unexpected operational situations.

The findings collectively suggest that job satisfaction and organizational support should be distinguished conceptually. Job satisfaction concerns employees' evaluation of their working experiences, whereas organizational support concerns the resources, recognition, and assistance provided by the organization. These dimensions may reinforce each other, but they do not necessarily produce identical performance effects. Employees may receive adequate equipment while remaining dissatisfied with their workload or compensation. Similarly, employees may appreciate supportive supervision while continuing to experience technical difficulties. For parking retribution services, this distinction has practical implications. Training officers to operate QRIS may improve technical competence, but it does not automatically resolve concerns about work pressure, transaction responsibilities, or performance expectations. Local governments therefore need

to consider both the operational and human consequences of digitalization. The literature suggests that sustainable improvements in officer performance are more likely when technological changes are accompanied by clear procedures, accessible assistance, reasonable workloads, and supportive supervision.

4.5. Integrative Framework for Parking Retribution Digitalization and Officer Performance

The synthesis of the 20 publications provides a basis for developing an integrated understanding of parking retribution digitalization and officer performance. Although the studies investigate different technological, individual, and organizational dimensions, their findings suggest that payment technology alone cannot fully explain employee outcomes. Three interconnected dimensions emerge from the literature. The first concerns digital payment implementation, including system usability, transaction reliability, accessibility, and compatibility with parking service procedures. These characteristics determine the technological opportunities and difficulties encountered by officers. The second dimension concerns individual and work-related conditions, particularly technology readiness and job satisfaction. Technology readiness influences employees' ability and confidence to operate digital payment systems, while job satisfaction reflects their experiences of workload, supervision, recognition, and working conditions. The third dimension concerns organizational support, including training, equipment, technical assistance, leadership, and communication. These conditions influence whether employees can adapt effectively to digital procedures and maintain service quality.

Table 3. Integrated Dimensions of Parking Retribution Digitalization and Officer Performance

Dimension	Key components	Contribution to officer performance
Digital payment implementation	QRIS accessibility, usability, transaction reliability, and system integration	Provides the technological foundation for payment collection
Technology readiness	Digital literacy, confidence, acceptance, and problem-solving ability	Supports effective and consistent use of digital payment systems
Job satisfaction	Workload, compensation, supervision, recognition, and career opportunities	Influences employees' work experiences and motivation
Organizational support	Training, equipment, technical assistance, communication, and leadership	Facilitates adaptation and reduces implementation difficulties
Institutional governance	Policy clarity, supervision, accountability, and collection procedures	Supports consistent implementation and administrative control
Officer performance	Transaction accuracy, work efficiency, service responsiveness, procedural compliance, and adaptability	Represents the operational outcomes of digital service delivery

Source: Authors' conceptual synthesis of the reviewed literature (2026).

Table 3 brings together the technological, individual, and organizational dimensions discussed in the preceding sections. The framework distinguishes the introduction of digital payment technology from the conditions influencing its effective use and the performance outcomes that may follow. This distinction is important because technology adoption, administrative efficiency, and employee performance are not interchangeable. Installing a QRIS payment facility represents technological implementation. Recording transactions more accurately represents an administrative improvement. Strengthening officer performance requires further consideration of whether employees complete their responsibilities more effectively, consistently, and responsively. Figure 2 presents the integrative conceptual framework developed from this synthesis. The framework illustrates how parking retribution digitalization may influence officer performance through technology readiness and job satisfaction, while organizational support and institutional governance provide enabling conditions. These relationships are presented as conceptual propositions rather than statistically tested causal pathways.



Figure 2. Integrative Conceptual Framework
Source: Authors' conceptual synthesis (2026).

As illustrated in Figure 2, the relationship between digital payment implementation and officer performance should not be understood as automatic or universally consistent. The same QRIS system may produce different outcomes across parking locations because of differences in officer competence, customer payment preferences, internet connectivity, equipment availability, and organizational procedures. These conditions influence whether digital payment systems simplify work or introduce additional operational difficulties. The framework also helps explain why job satisfaction and organizational support matter. Digitalization can change employees' responsibilities without necessarily improving their working conditions. When new technological requirements are introduced without sufficient preparation, employees may experience additional work pressure. Conversely, when digital systems are reliable, training is accessible, and organizational expectations are clear, employees may be better positioned to adapt and maintain service quality. Organizational support can therefore influence performance not only through technical assistance but also through its relationship with employees' confidence and satisfaction. The conceptual contribution of this review lies in connecting technological implementation with the human and organizational conditions of public service delivery. Existing parking retribution studies provide valuable evidence concerning payment efficiency, policy implementation, and revenue management. Technology acceptance research explains why individuals may adopt or resist digital systems, while organizational studies identify the relevance of satisfaction, readiness, leadership, and support. Bringing these perspectives together offers a more complete explanation of why digital payment implementation may succeed administratively while producing uneven employee-level outcomes.

However, the framework should not be interpreted as an empirically validated causal model. The reviewed publications employ different methods, research contexts, and indicators of effectiveness. Findings from banking, university administration, and other public organizations may offer relevant explanations, but their applicability to parking attendants requires further empirical examination. Future research could test the proposed relationships through surveys of parking officers, comparative studies across local governments, or longitudinal evaluations before and after QRIS implementation. Overall, the literature indicates that parking retribution digitalization has the potential to improve public service administration, but its contribution to officer performance depends on the alignment between technology, employee readiness, job satisfaction, organizational support, and institutional governance. Introducing digital payments is therefore only one part of the transformation process. The more important challenge is ensuring that the technology supports the people responsible for delivering parking services and produces improvements that can be observed in their everyday work.

5. CONCLUSION, IMPLICATION, SUGGESTION, AND LIMITATIONS

This narrative literature review highlights that parking retribution digitalization does not automatically lead to better officer performance. Although QRIS and other electronic payment systems can improve transaction recording, payment convenience, and revenue transparency, their effectiveness depends on how well employees and organizations adapt to technological change. The literature suggests that technology readiness, job satisfaction, and organizational support play interconnected roles in shaping this process. Officers need sufficient digital skills and confidence to operate payment systems, but they also require manageable workloads, supportive supervision, and reliable technical assistance. These findings reinforce the importance of viewing digitalization as a sociotechnical transformation rather than simply replacing cash transactions with electronic payments. Ultimately, improving parking services requires a balance between technological efficiency, employee well-being, and organizational capability.

The findings offer both theoretical and practical implications for digital public service management. Theoretically, this review brings together the Technology Acceptance Model, Job Demands–Resources Theory, and Sociotechnical Systems Theory to explain why technology adoption and employee performance do not always develop in the same direction. Technology readiness helps explain employees' ability to use digital systems, while job satisfaction and organizational support provide a broader understanding of the working conditions influencing performance. Practically, local governments should approach QRIS implementation as part of organizational improvement rather than a stand-alone technological program. Training should address actual operational difficulties, technical assistance should be accessible during service hours, and performance evaluation should consider transaction accuracy, service responsiveness, and procedural compliance rather than revenue collection alone. These measures can help ensure that digitalization benefits both public administration and the officers responsible for delivering services.

This study has several limitations that should be considered when interpreting its conclusions. First, the narrative literature review approach provides an integrated interpretation of existing research but does not produce pooled statistical estimates or establish causal relationships. Second, the review is designed around 20 publications from 2020 to 2026, which may not capture every relevant development in digital payment implementation and employee performance. Third, the available literature covers different organizational settings, including parking services, public administration, and other service organizations. Differences in research methods, employee characteristics, institutional arrangements, and performance indicators limit the direct comparability of findings. Moreover, relatively few studies examine QRIS implementation, technology readiness, job satisfaction, organizational support, and parking officer performance within a single research model. Consequently, the proposed conceptual framework should be interpreted as a theoretical synthesis that requires further empirical examination.

Future research should examine the proposed relationships through empirical studies involving parking retribution officers across different local governments in Indonesia. Quantitative research using structural equation modeling could investigate whether technology readiness and job satisfaction mediate the relationship between QRIS implementation and officer performance, while organizational support may be examined as an enabling or moderating factor. Longitudinal studies would also be valuable for understanding how employee adaptation and service performance change before and after digital payment implementation. From a managerial perspective, local governments should prioritize continuous digital training, reliable payment infrastructure, clear operational procedures, and responsive technical support. Employee feedback should be incorporated into implementation evaluations so that practical difficulties can be identified and addressed. Future digitalization policies should ultimately be assessed not only by the number of electronic transactions or the amount of revenue collected, but also by their contribution to employee performance, service quality, and public accountability.

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