

**SURADE TRADITIONAL MARKET MANAGEMENT IN IMPROVING  
THE QUALITY OF COMFORT FOR THE COMMUNITY IN SUKABUMI  
DISTRICT**

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**ABSTRACT**

Surade Traditional Market Management in Improving the Quality of Convenience for the Community in Sukabumi Regency. The purpose of this study is to identify and describe the management of the Surade traditional market and the inhibiting factors in its implementation. This is motivated by the problem of lack of facilities and infrastructure and the lack of optimal supervision by Surade Traditional Market officers on performance in market management. This research uses qualitative method and case study approach. Informants in this study were Surade Traditional Market Unit, Department of Industry and Trade of Sukabumi Regency, Traders in Surade traditional market, and the community as consumers. The validity of the data in this study used the method of source triangulation, technique triangulation, and member checking. The results showed that the management of the Sukabumi Regency Traditional Market had not been running well, as seen from the management of less than optimal cleaning facilities, the lack of firmness of the market manager against unruly traders, and the parking management managed by a third party had not gone well. While the inhibiting factor in the Management of Surade Traditional Market in its implementation is the absence of a budget for repairing facilities and infrastructure because it is still in a Covid-19 condition.

**Keywords:** *Management, Traditional Market*

**A. PRELIMINARY**

Traditional markets are one of the supporting facilities for meeting the needs of the community where sellers and buyers meet and are marked by transactions between sellers and buyers. Traditional markets as trading locations are one of the

sources of Regional Original Income. Surade Traditional Market has an important role for economic activities and economic development for the people of Surade, Surade Traditional Market is a potential market because of its strategic location in the middle of Surade District, has great potential to create jobs and turn the wheels of the economy for middle to middle class people. lower and upper middle class, so that the Surade traditional market is still a place for selling people's economic products such as seafood from fishermen, plantation products from farmers and handicrafts from craftsmen. On the one hand, the Regional Government of Sukabumi Regency in accordance with the *Peraturan Daerah Nomor 6 Tahun 2019* concerning "Management of People's Markets" also has the obligation to facilitate and provide facilities for both of protection, guidance and services through reforming attitudes and mentality of market management without leaving traditional elements which include institutional arrangement and development. As well as development and supervision, starting from planning, policy direction, administration and finance, development and harmonization and so on guidance and services through reforming attitudes and mentality of market management without leaving traditional elements which include institutional arrangement and development. As well as development and supervision, starting from planning, policy direction, administration and finance, development and harmonization and so on guidance and services through reforming attitudes and mentality of market management without leaving traditional elements which include institutional arrangement and development. As well as development and supervision, starting from planning, policy direction, administration and finance, development and harmonization and so on.

**Table 1.1 Number of Business Places in Surade Traditional Market, Sukabumi Regency in 2021**

No.	Type of Business Place	Amount
1.	Stall	67 Units
2.	Los	162 Units
3.	Open base	80 Units

(Source: Surade Traditional Market Unit, 2021)

Given the importance of Surade Traditional Market as one of the economic drivers of the community, security and comfort need to be considered with the condition of Surade Traditional Market which is still inadequate. From the results of observations can be seen several phenomena that researchers observed.

The first is the lack of facilities (facilities and infrastructure) so that the Surade Traditional Market looks disorganized, such as the lack of temporary garbage disposal facilities, making the market conditions dirty, and slums due to the accumulation of garbage everywhere, especially in the market alleys and the market roads that are passed, making the situation less convenient for people who shop at Surade Traditional Market. The road section along the area of one of the traditional markets in Sukabumi Regency, West Java, was complained by visitors, market residents and market managers, because it has been more than 2 years that the roads in the market complex have been damaged. Damaged roads with

potholes and waterlogged during the rainy season are considered to interfere with mobility and comfort when market residents are active. Meanwhile, market managers have proposed road repairs, but so far it has not been repaired.



**Figure 1.1 Garbage accumulation in the Surade Traditional Market area**  
(Source: Sukabumi Regency Surade Market 2021)



**Figure 1.2 Damaged Road Condition**  
(Source: Kompas.com, 2021)

The second phenomenon is the lack of optimal supervision by Surade Traditional Market officers on performance in market management against problems that occur such as traders who are not orderly by adding land to sell to the road area. So that makes the narrowing of the road by traders. The road is a means for everyone to pass or walk, it should not be disturbed by trading activities, as happened on the road at Surade Traditional Market, not only disturbing people and oncoming vehicles, road actually becomes narrow due to traders adding land to sell to the street area. The safety of market visitors' vehicles because the vehicle theft is still common in Surade Traditional Market makes this show that the low level of supervision makes traders and visitors nervous. Poor parking management is the cause of frequent loss of vehicles for visitors who come to Surade Traditional Market, because parking attendants ask for parking fees at the market entrance and allow visitors or the public to park their vehicles anywhere not in the parking area provided by the market and without supervision from the parking attendant. It can be seen in Figures 1.3 and 1.4 because parking attendants ask for parking fees at the entrance of the market and let visitors or the public park their vehicles anywhere not in the parking area provided by the

market and without the supervision of the parking attendant. It can be seen in Figures 1.3 and 1.4 because parking attendants ask for parking fees at the entrance of the market and let visitors or the public park their vehicles anywhere not in the parking area provided by the market and without the supervision of the parking attendant. Can be seen in Figures 1.3 and 1.4



**Figure 1.3 Road narrowing at Surade Traditional Market**  
(Source: Surade Market, 2021)



**Figure 1.4 Collection of parking retribution at the entrance**  
(Source: Sukabumi Update, 2018)

Based on the phenomenon of the problem above, regarding the management of the Surade traditional market in Sukabumi Regency, it shows that the lack of facilities and infrastructure and less than optimal supervision of market officers. Therefore, researchers are interested in examining this problem with the title "Management of Surade Traditional Markets in Improving the Quality of Comfort for People in Sukabumi Regency"

## **B. LITERATURE REVIEW**

### **Public Administration Science**

According to (Indiahono, 2009:4)"Administration in the simplest definition is an activity carried out by two or more people who work together to achieve certain goals". While the public according to Indiahono (2009:4), in "The meaning of public is the opposite of private or private". By way of cooperation by two or more people to achieve public/public goals not for private or private.

Several scopes of public administration science were put forward by Indiahono (2009:14) so the researcher can interpret that there are 7 scopes of public administration science in depth. Of the 7 scopes of public administration, namely public policy, public services, public management, public economics, public organizations, administrative law and decentralization politics. Of the 7 scopes of public administration science referred to in this study is about Public Management which is included in the scope of the science of public administration.

### **Management**

(Nugroho, 2003:199)"said that management is a term used in management science". Etymologically the term management comes from the word manage (to manage) and usually refers to the process of managing or handling something to achieve certain goals, so management is a management science that deals with processes, managing and handling things to realize certain goals to be achieved. (Atmosudirjo, 2005:160) Management is the control and utilization of all resource factors which according to a plan are needed to adjust a certain goal. Admosudirjo focuses on managing the process of controlling and utilizing all resource factors to achieve certain goals in accordance with the plans that have been made. According to Suharsimi (Arikunto, 2010:31) "The word "Management" can be equated with management, which also means arrangement or management. Many people interpret management as setting, managing and administering and indeed that is the definition that is popular today. Management is defined as a series of work or efforts carried out by a group of people to carry out a series of work in achieving certain goals.

### **Public Management Policy**

Laurence Lynn 1996:2 in (Jeremiah, 2008) Considering three possibilities about the description of public management, namely as art, science, and profession in general, what Lynn means about public management as art is a creative activity carried out by the public. Practitioners cannot be studied in a calculated way, meaning that public management is an activity that has a high degree of flexibility and is highly dependent on the situation and conditions in which it operates. Public Management According to Shafritz and Russell in(Jeremias, 2008:93) is defined as a person's efforts to be responsible for running an organization, and the use of resources (people and machines) to achieve organizational goals. (Hasibuan, 2017:9) defines management as the science and art of managing the scientific process of utilizing human resources and other resources effectively and efficiently to achieve certain goals. (Handoko, 2012) stated that management is the process of planning, organizing, influencing, and supervising the efforts of organizational members and the use of other organizational resources in order to achieve the organizational goals that have been set. Wilson (2015: 233) Management is a series of activities carried out by members of the organization to achieve its goals. Kontz (2015:8) Stating that management is the most productive art is always based on an understanding of the underlying science. Assauri (2004:12 ) Management is an activity or effort carried out to achieve goals by using or coordinating the activities of others.

### **Management Functions And Measurements**

Donovan and Jackson (1991:13) in (Jeremiah, 2008) provide details of the five sub-processes or management tasks. These tasks are defined as follows.

1. Planning, which consists of (a) creating policies, goals and standards (b) forecasting, (c) developing plans, (d) forecasting, (e) analyzing the environment, and (f) evaluating the effectiveness of the planning process.
2. Organizing, namely (a) dividing work tasks to everyone, (b) creating a functional and socially appropriate structure, (d) delegating authority, (e) creating lines of authority and communication, (f) coordinating all subordinate work, (g) evaluate the effectiveness of the organizing process.
3. Staffing hired, namely (a) determining the type of people to be, (b) recruiting people with good prospects, (c) selecting employees, (d) conducting training and staff development, (e) conducting job assessments, (f) evaluate the staffing program.
4. Leading, which includes (a) encouraging people to do their jobs, (b) maintaining or maintaining morale, (c) motivating staff, (d) creating a conducive organizational climate, (e) evaluating leadership effectiveness.
5. Controlling, namely (a) setting standards, (b) creating changes in achieving goals, (c) developing accountability structures and processes, and (d) evaluating performance

### **Traditional market**

According to (Masitoh, 2013:7) Traditional markets are a very important economic sector for the majority of the population in Indonesia. There are many poor people who depend on traditional markets for their livelihoods, becoming traders in traditional markets is an alternative job in the midst of the high unemployment in Indonesia. (Wicaksono et al 2011:52) traditional markets are places where sellers and buyers meet and are marked by direct seller-buyer transactions, buildings usually consist of stalls or outlets, booths and open grounds opened by the seller or a market manager.

### **C. METHOD**

The research methodology that will be carried out in "Management of Surade Traditional Markets in Improving the Quality of Comfort for the People in Sukabumi Regency" is a qualitative approach using a case study approach. According to (Creswell, 2017:4) defines that: "Qualitative approaches are methods for exploring and understanding meaning by a number of individuals or groups of people who come from problems or humanity". This qualitative approach can be used for research on people's lives, history, behavior, concepts or phenomena of current problems. In research that will be carried out by researchers regarding the phenomenon of problems that occur in the management of the Surade traditional market. The type of research used by researchers is a case study. According to (Creswell, 2017:20) "Case study is a research strategy in which the researcher carefully investigates a program, event, activity, process or group of individuals". This type of case study research is appropriate as a method to answer the main questions in this research. The unit of analysis that is the object of this research is the Department of Industry and Trade, Surade

Traditional Market Unit, Surade District, Sukabumi Regency as one of the institutions that has the authority to conduct business regarding the Surade traditional market. In the selection of informants, the new researcher chose 6 informants who could answer the researcher's research. However, from the 6 informants, if the required data cannot answer the research, the researcher will add informants if needed. Data collection techniques used in this study were observation, interviews, and documentation. Validation of the data used in this study is triangulating, making rich and concise descriptions, clarifying biases that researchers may bring into research, presenting different or negative information, taking advantage of relatively long time in the field or research location, conducting questions and answers with fellow researchers (Creswell 2017:286). The data analysis carried out in this study is processing and preparing data for analysis, reading the entire data, analyzing in more detail by coding, applying the coding process to describe the setting (region), people (participants), categories, and themes to be analyzed, apply a narrative approach in conveying the results of the analysis, and making interpretations or interpreting data (interpretation inqualitative research), Creswell (2017: 274). The theory in this study uses Donovan and Jackson in Keban (1991:13), namely, planning, organizing, staffing, leading, and controlling. This is because the theory is able to answer questions related to Surade Traditional Market Management in Improving the Quality of Comfort for the People of Sukabumi Regency.

#### **D. EXPLANATION**

##### **Planning**

Planning is a way of thinking about social and economic issues, especially future-oriented, developing the relationship between goals and collective decisions and pursuing policies and programmes. Some other experts define planning as, managing scarce resources wisely and is the arrangement and adjustment of human relations with the environment and with the future. Regarding the planning dimension for traditional market managers, firstly, cleaning is usually carried out by janitors who are carried out at night after the market closes, so before the market reopens the market is clean and not carried out in 1x24 hours due to limited staff. The security of the market itself routinely controls every day, both in the morning and in the evening and at night there are patrols to carry out these tasks, usually the officers take turns or there are morning and evening shifts. the organizers of the management of the cleanliness of the traditional surade market have carried out their duties in accordance with the existing conditions and maximized the available officers to maintain the environment of the traditional surade market, The management of the cleaning facilities has been carried out according to the main duties of the workers in maintaining the cleanliness of the Surade market, especially the vegetable traders block because vegetable traders produce more waste in order to create comfortable market conditions for traders and visitors. As for the merchant's point of view related to the planning dimension that the traders are not satisfied with the cleanliness performance in the Surade traditional market, the traders say that the performance is less than optimal, with the payment of a daily cleaning levy, it is



hoped that the officers can do their best to maintain cleanliness to create a traditional market. Surade becomes comfortable both for the traders themselves and for buyers who visit the Surade traditional market.

### **Organization**

Organizing is the act of seeking effective behavioral relationships between people, so that they can work together efficiently and thereby obtain personal satisfaction in carrying out certain tasks under certain environmental conditions in order to achieve certain goals or objectives. In this organizational dimension, the researcher focuses on the cleanliness management carried out by the market office or using a third party or not. From the point of view of the person in charge of providing an answer that can be interpreted that the Surade Traditional Market Unit does not participate in managing cleanliness, so those who have the authority to manage cleanliness are third parties, namely CV. Mutiara, and everything regarding cleanliness is the responsibility of a third party who is trusted by the perwapas (Market Citizens Association). cleanliness management is actually the responsibility of the perwapas so the Surade Market Unit has no authority regarding cleanliness management, because cleanliness is the responsibility of the perwapas but the perwapas gives the task of managing the cleanliness to a third party, namely CV. Mutiara as the manager of cleanliness and market traders pay a cleaning fee of 2000 rupiah/day to a third party CV. Mutiara, namely as the manager. This is in accordance with the *Peraturan Daerah Kabupaten Sukabumi Nomor 6 Tahun 2019* concerning "Management of People's Markets" which regulates market management as one of the efforts of the Sukabumi Regency Regional Regulation in managing the market that is based on the provisions of Article 4 of the *Peraturan Menteri Perdagangan Republik Indonesia Nomor 37/M-DAG/PER/ 5/2017* concerning Guidelines for the Development and Management of Trading Facilities, People's Markets can be arranged, built, and/or managed by the central government, regional governments, state-owned enterprises, regionally-owned enterprises, cooperatives and/or the private sectors. As for the management of parking facilities carried out by a third party, cooperatives and/or the private sector. As for the management of parking facilities carried out by a third party, cooperatives and/or the private sector.

### **Briefing**

Staffing/direction is one of the management functions in the form of preparing personnel in an organization from recruiting workers, developing them to efforts so that each workforce provides maximum efficiency for the organization. In compiling an organization, it is very necessary to divide the tasks as well as possible and give the right authorities, however, what is even more important is to place the right people in the right places according to the established organizational structure. It should be realized that people are the most important element in the success of an organization. In this dimension the researcher explores how the direction is carried out and the results are that: to keep the market environment conducive, safe and comfortable, market managers Traditional market units carry out several activities such as carrying out the Jumsih (clean Friday) movement in collaboration with traders to keep the market environment clean as well as evaluating workers and providing motivation to



create a better work spirit again and hold a discussion with the head of the Perwapas in this step the management tries to maximize the potential that can be done in maintaining the market environment as best as possible. To create a conducive market condition, several movements are needed that will encourage it to run, such as the joint cleaning movement, establishing communication with managers and traders with conducive, safe and comfortable conditions that will certainly provide comfort, especially for buyers. next, related to education carried out by the responsible parties, namely the managing traders always carry out associations with the master in order to bring order to the traders by providing direction and advice to the traders and the manager also always asks what kind of obstacles that occur in the field and accommodates the complaints of the traders, by Establishing good communication will certainly have a good impact on conditions in the field to create a conducive market. Market managers and industry and trade offices always provide education to the public in maintaining the market environment, maintaining facilities and infrastructure, maintaining the facilities provided which aim to make market conditions conducive, safe and comfortable. namely the managing traders always carry out associations with the master in order to bring order to the traders by providing direction and advice to the traders and the manager also always asks what kind of obstacles that occur in the field and accommodates the complaints of the traders, by Establishing good communication will certainly have a good impact on conditions in the field to create a conducive market. Market managers and industry and trade offices always provide education to the public in maintaining the market environment, maintaining facilities and infrastructure, maintaining the facilities provided which aim to make market conditions conducive, safe and comfortable. namely the managing traders always carry out associations with the master in order to bring order to the traders by providing direction and advice to the traders and the manager also always asks what kind of obstacles that occur in the field and accommodates the complaints of the traders, by Establishing good communication will certainly have a good impact on conditions in the field to create a conducive market. Market managers and industry and trade offices always provide education to the public in maintaining the market environment, maintaining facilities and infrastructure, maintaining the facilities provided which aim to make market conditions conducive, safe and comfortable.

### **Leading**

Leading is one of the management functions that is useful for organizing and directing each member in the organization to do the work in accordance with what has been instructed so that goals can be achieved. Leading, namely making decisions, holding communication so that there is mutual understanding between leaders and employees. Provide encouragement, inspiration, and encouragement to employees. Choose people who become employees. Improve the knowledge and attitudes of employees so that they are skilled in achieving the goals set. Those in charge of implementing how the order is carried out by traders by bringing orders to the traders so as not to violate the rules given by the managers also issue sanctions for traders who violate these rules, be it administrative sanctions, Fines can even be given criminal sanctions for traders who do not obey

the rules but the Surade traditional market unit says that they have no authority for traders outside the local government building or it can be said for traders who have their own buildings or property rights, for these traders, the control is carried out by the civil service police. The Sukabumi Regency Industry and Trade Office always conducts socialization both with field managers, namely the Surade traditional market unit or to traders, socialization can be done directly in the field or through zoom meeting, this is always done in order to create a clean and orderly market. Eventhough what happens in the field is not everything is appropriate because there are always naughty traders who violate the rules that have been implemented because basically human awareness is different, because with the orderly traders it also makes market conditions comfortable and well-organized gloomy. The Sukabumi Regency Industry and Trade Office, apart from socializing them, also always asks for complaints when there are traders who violate the rules if this allows the department and the market unit to always try to realize the wishes of the traders for the welfare of the community, because with the orderly traders it also makes the market conditions comfortable and well organized not chaotic. The Sukabumi Regency Industry and Trade Office, apart from socializing them, also always asks for complaints when there are traders who violate the rules if this allows the department and the market unit to always try to realize the wishes of the traders for the welfare of the community, because with the orderly traders it also makes the market conditions comfortable and well organized not chaotic. The Sukabumi Regency Industry and Trade Office, apart from socializing them, also always asks for complaints when there are traders who violate the rules if this allows the department and the market unit to always try to realize the wishes of the traders for the welfare of the community, because with the orderly traders it also makes the market conditions comfortable and well organized not chaotic. The Sukabumi Regency Industry and Trade Office, apart from socializing them, also always asks for complaints when there are traders who violate the rules if this allows the department and the market unit to always try to realize the wishes of the traders for the welfare of the community, because with the orderly traders it also makes the market conditions comfortable and well organized not chaotic. The Sukabumi Regency Industry and Trade Office, apart from socializing them, also always asks for complaints when there are traders who violate the rules if this allows the department and the market unit to always try to realize the wishes of the traders for the welfare of the community.

### **Supervision**

Supervision has an important meaning for every organization. Supervision aims so that the results of the implementation of the work are obtained in an efficient and effective manner, in accordance with a predetermined plan. And as it is known that each leadership function is closely related to each other, namely, planning, organizing, compiling and giving orders and supervision. All of this is a procedure or sequence of implementation in realizing the goals to be achieved. Of all the leadership functions, the supervisory function is one of the keys that determines the success of the previously planned objectives. When conducting surveillance in the Surade traditional market, there are so many obstacles that occur in the field, one of which is that some traders do not fulfill their obligation

to pay daily levies, this is due to unstable economic conditions. The problem of retribution often occurs because every trader in the market is obliged to pay market levy taxes, because market levies are taxes levied on the use of a service or facility provided directly by the government and significantly. The levy will later go into PAD which will be used for market users to fulfill and improve services in terms of providing, using and maintaining market facilities.

## E. CONCLUSION

Based on the results of research conducted by researchers, it can be concluded that:

1. Planning in the management of the Surade traditional market both in terms of cleanliness and security has been carried out in accordance with the conditions in the field, but the managers are less than optimal in carrying out their duties such as the management of cleanliness which is submitted to a third party, namely CV. Mutiara which is carried out only at night. conditional so that there is no accumulation of garbage during buying and selling activities during the day, and poor parking management by collecting retribution at the entrance which is Contrary to the *Undang-Undang Nomor 22 Tahun 2009* concerning Road Traffic and Transportation, Article 1 number 15 which reads "Parking is a condition where the vehicle stops or does not move for a while and is left by the driver" thus parking managers do not perform in accordance with regulations, as well as the condition of damaged nets that have not been repaired due to budget problems, this makes visitors uncomfortable because it can be dangerous when driving.
2. Organizing in parking management and cleanliness of the Surade Traditional Market Unit and the Sukabumi Regency Industry and Trade Office in collaboration with a third party, namely CV. Mutiara has not gone well, the lack of good communication with traders and visitors on the regulations they issue such as collecting parking fees at the entrance make visitors uncomfortable, and cleanliness is carried out only at night, of course the Sukabumi Regency Industry and Trade Office must review this parking levy because it involves spatial planning and parking locations.
3. *Staffing* in maintaining a conducive market environment has been done by managers such as providing education to traders and providing direction to workers in the field so that they can be professional in their performance, the manager, namely the market unit, has also carried out cooperative movements with traders in the Surade traditional market in maintaining the market environment conducive, but it has not run optimally.
4. The Leading dimension has been going well, the Surade Traditional Market Unit and the Industry and Trade Office always provide socialization and always provide education to traders, but there are still some traders who violate the rules, this is because everyone's awareness is different.
5. The Controlling dimension has not run optimally, there are still many traders who are not orderly by adding merchandise to the road area which causes road narrowing and interferes with the activities of pedestrians and motorcyclists who cause congestion has been established.

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