

# TRADITIONAL MARKET DEVELOPMENT PATTERN USING COMMUNITY MANAGEMENT APPROACH TO IMPROVE THE SELLER'S BUSINESS TENACITY IN SURAKARTA CITY, INDONESIA

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## ABSTRACT

*Traditional markets are constructed physically by the Government one by one. The expectation is that market will be organized more tidily and more cleanly, and many people visiting it and the seller's welfare improves. Up to now such the expectation has not been completely realized yet. Only a little of it has been realized. It is because there is something escaped from Government's attention, namely the nonphysical development in traditional market, which is built; it is the market performer, particularly the sellers.*

*The seller's business tenacity is one component to improve the seller welfare. The weakening business tenacity indicates that the traditional market sustainability is disturbed. To improve the business tenacity, not only a luxurious physical construction is needed, but also community management is required. There are 3 (three) important component that should be considered in community management: participation, transparency, and democracy. It is these components that can be used to design the activity framework or guidelines in undertaking the activities triggering the mutually desired change, the market living because it is enlivened by its seller and enlivens its sellers continuously. It is what is called Traditional Market Development Pattern with Community Management approach.*

**Keywords:** Development pattern, community management, business tenacity

## INTRODUCTION

The traditional market management by the government has begun to take into account various aspects contributing to the collapse of traditional market. These aspects should be minimized, particularly in dealing with modern market encirclement around traditional market that has been known as a reliable competitor. In Surakarta City, there are 40 traditional markets and 15 modern markets (Solopos, November, 2009). As the beginning, since 2006, Surakarta City Government, in this case DPP (Market Management Office), has socialized directly to the sellers the rehabilitation plan for 12 traditional markets. Renovation has begun from Harjodaksino (Solopos, June 2004, 2006). There are 2 rebuilt markets (Kembang and Mojosongo) and 10 markets to be renovated (Semanggi chicken market, Rejosari, Harjodaksino, Sidodadi, Legi, Kadipolo, Klewer, Gading, Depok, and Gede markets) (Solopos, March 2006). It will be continued in the following years.

A number of sellers expect that the renovation plan will be realized immediately so that the market condition will be better and crowded with the buyers. The government of Surakarta City also wants to preserve traditional market despite modern market emergence. The Surakarta City's government has played active role in dealing with the traditional market preservation problem through budget procurement in APBD over years. This budget

availability is obviously needed recalling that the traditional market is the asset of Surakarta City Government.

The condition of market post-renovation in fact leads to very low interest among either the seller or the buyers. Many sellers complain about the small number of trading deal in the market. The market is crowded in the morning only and it is getting silent after 01:00 p.m. (Solopos, edition Tuesday, June 26, 2007, p. II). Despite renovation, the cleanliness condition of market is still poor and dirty. In addition, many kiosks are still closed, particularly in the front row, making the market apparently silent.

The desolate market is a problem related to the seller's business tenacity. If this condition continues, the sellers will get lost and cannot continue their business. Ratna Devi, et al (2012) suggests that the seller's business tenacity in traditional market can be noticed from the problem management through community and the opportunity in improving the sellers' living. In the problem management existing within the community, the sellers are considered as incapable of undertaking business tenacity. If this problem is prolonged, it will lead to the restricted opportunity for the sellers to improve their living who eventually may suffer from crisis. No crisis management is offered by the government so that the sellers should deal with it by themselves. When the sellers cannot deal with the crisis, they may go bankrupt. Although some sellers could survive, their progress is only stagnant; so that they cannot be *saving*. Even some seller groups have been incapable to meet their subsistence need. For that reason, the seller business tenacity is assessed as low. Although few sellers can exist, they usually occupy the strategic market in the market. It is related to the community management carried out by the seller community.

Community management is conceived from participation, democracy and transparency qualities. The participation quality existing in the markets of Surakarta City tended to be good when they participate in the activities the City Government offers, despite its relation to the seller's behavior resulting in comfort in trading. However, it tends to be less good in the participation in the activities the City Government does not offer, despite the relation to the seller behavior resulting in the comfort in trading. In addition, the sellers also participation less actively in the activities relating to market maintenance particularly the cleanliness thereby they are considered as less care about it. The quality of democracy built is also very low in the market maintenance activity including cleanliness and security. It is because there is no government's attempt of encouraging the democracy occurrence in the seller community. Moreover, the sellers do not have an institution to accommodate their aspiration. For that reason, the sellers have not been able to express their opinion in initiative and decision making process that can affect the policy relevant to their business. Meanwhile, the quality of transparency tends to be opened incompletely. It means that the government only provides information concerning the policy that the public can afford and accept based on the sellers' knowledge. This information in fact does not encourage the decision making initiative by the seller community to meet its need in traditional market development. Such the information cannot support the improvement of seller community's ability to manage their internal and external sources in meeting their needs. In addition, it does not make the community undertaking social learning in which there is a collaborative interaction between government and community from planning to evaluation.

Because the seller business tenacity tends to be low, it should be questioned 'how is the traditional market development pattern with community management approach to improve the seller business tenacity'? The objective is to develop a design of traditional market development pattern with community management approach to improve the seller business tenacity. The benefit is to improve the business tenacity for the business sustainability. It can

be used by the Surakarta City Government to deal with modern market attack (traditional market salvage).

The theory used in this research is people-centered development one developed by David C.Korten (1984). This theory states that development should be oriented to the improvement of human life quality, not to economic growth through market to strengthen the country. The foundation of people-oriented development interpretation is the assumption that human being is the basic target and the most strategic source. It is because only human being can do planned attempt to improve ability and potency as well as exert interest to participate in decision making process. The decision made in many things impacts them and tries to promote their power, not perpetuating the interdependency between bureaucracy and people (Mardikanto, 2010).

This people-oriented development theory is used to identify the community management. The idea of community management is as follows: The implementation of community empowerment concept is the community-based development organization. Society is an intact community having potency of organizational pattern, leadership, territory, and interest formed with process. The development process relying on the society it self is a specific process corresponding to the characteristic of community. The people-oriented development organization approach should be changed into 'building along with the society (Korten, 1984). This traditional market development with community management approach is the people-centered development strategy. This strategy has the final objective to improve the quality of entire society's life with individual and collective aspirations and expectations, in cultural tradition concept and their currently prevailing habit (Hikmat, 2000). In this approach, there are participation, democracy and transparency elements (Rukminto Adi, 2009).

## **PROBLEM STATEMENT**

Considering the background above, the question of research can be formulated as follows:

"How is the traditional market development pattern with community management approach to improve the seller business tenacity?"

## **METHOD**

This research was taken place in Surakarta City, exactly in classes I and II of traditional market location. The market condition was selected based on the criteria of renovated market. This study employed qualitative research method. The research strategy used was an embedded one. The subject of research was the kiosk sellers, in the classes I (Nusukan, Triwindu Markets) and II (Kembang, Gading, Sidodadi Markets) traditional market compartment in Surakarta City. These markets were selected because they have ever suffered from crisis, the transfer to emergency markets, and then transfer to the market that has been rebuilt completely. In these 2 conditions, the sellers faced some trouble, particularly losing their customer, because of many causes, such as non-strategic place. In this research, the informant was selected using maximum variation sampling technique. Technique of collecting data employed in this research was Focus Group Discussion (FGD) and in-depth interview. The data validity was related to research validity and reliability. Technique of validating data employed was triangulation. Meanwhile technique of analyzing data used was Cross-site analysis because this research had multiple-case study design. In each case, the analysis process was carried out using an interactive model of analysis (Miles & Huberman, in Sutopo, 2002: 186). In this analysis model, there are three components of analysis: data reduction, data display and conclusion drawing or verification.

## RESULT AND DISCUSSION

The market development pattern cannot be apart from the seller business development existing in the market. The market lives because it is enlivened by its sellers and will enliven its sellers. In developing a sustainable business, the seller should have business tenacity. The seller will have business tenacity when physical and non-physical conditions run in balance, harmoniously and giving the sellers the comfort to run their business. The market development pattern related to this business tenacity will be studied using community management approach. This approach is conceived with the community management mechanism, that is, participation mechanism, transparency mechanism, and democracy mechanism built for individual different markets. The findings in the field are as follows:

In the participation process, all markets identified the problem and unintentionally they selected the prioritized problem, based on their urgent need. Then, they also identified the stakeholder, because it is very important to solve their problem. Some markets solved their problem jointly (commonality), but some others did not. Similarly, some markets carried out either self-involvement in solving problem or voluntariness in assembling in one institution, but some others did not. It is because since post-rebuilding, the sellers had occupied their own places and dealt with their own interest. They forgot that commonality, self-involvement, and voluntariness to be included into one institution they had established since the beginning of market development are actually still needed for them to solve the increasingly mounting problems. The finding in the field suggests that the problem of market with fewer visitors above 11:00 a.m., the sellers selling in slow path and physical problem of market had never been solved well.

In the transparency process, relating to information, post-market development, they no longer searched for necessary information to be used jointly. They search for information to the *Lurah Pasar* (Chief of Market) individually according to their own interest. However, not all information can be obtained from *Lurah Pasar*, so that they were waiting for DPP's answer, as the result of *Lurah Pasar*'s report about the sellers' complaint. If such the information is still not obtained, the sellers became passive and did not care. However, there are some markets, the sellers of which sufficiently actively searched for information to DPP, either along with or not along with *Lurah Pasar*. In addition, information may also be obtained from market association, but it rarely has complete information, even some association did not disclose the information obtained, so that the sellers did not find out the important and necessary information.

In democratic process, the institution undertaking democracy is not maintained well. It means that many associations established since the beginning of market development are no longer active so that it can be said that there is no seller forum. As a result, the sellers are no longer respectful to and responsible for the mutual interest. The method of communication they use currently is free conversation out of the forum, it means that they have no concept to open discussion and dialog and forget to have critical attitude. They no longer try to understand the mutual perception on the problem encountered, criticize the problem non-transparently, and are not honest with themselves, indicated by high frequency of claiming their right and of forgetting their obligation. The next consequence is that they are often emotional and tend to be selfish in decision making. To enforce the rule, some markets have attempted and learnt to comply with the DPP's rule, but many others did not.

Considering the finding in the field, it could be found that the community management mechanism undertaken in Surakarta city markets was as follows:

1. Participation mechanism carried out includes:

- i. Identifying the problem, some individually and some other along with the association.
  - ii. Selecting the problems to be prioritized, some individually and some other along with the association.
  - iii. Identifying the stakeholders, some individually and some other along with the association.
  - iv. Some have made and some others have not made collaboration in solving the problem.
  - v. Some have made and some others have not made the seller's self-involvement in solving the problem.
  - vi. Some assemble in an institution (association) despite weakening, but some others do not.
2. The mechanism of transparency carried out include:
- i. Not searching for necessary information jointly for the mutual business tenacity. Some searched for it individually according to their own needs.
  - ii. Not updating information, so that they do not know any important information relevant to the business tenacity.
  - iii. Not searching for information network as wide as possible jointly for the sustainable market development.
  - iv. Not attempting to search for information jointly to solve the problem encountered.
  - v. Not attempting to make all parties transparent in the term of information needed jointly for the market development and business tenacity.
3. The mechanism of democracy carried out include:
- i. Not respectful to mutual interest
  - ii. Not responsible for the mutual interest
  - iii. Not critical to solve the mutual problem
  - iv. Not developing a concept to open discussion or dialog
  - v. Not understanding the problem jointly
  - vi. Not criticizing the problem encountered openly
  - vii. Not being honest to themselves in the term of the cause of problem encountered.
  - viii. No self-introspection
  - ix. Not acting rationally so that the decision is made emotionally and selfishly.
  - x. Not enforcing the rule either from DPP or that ever developed jointly.

The elaboration concerning the mechanism of community management above, in fact, gives an understanding that so far the markets in Surakarta City did not run community management well. It could be seen that only markets with association, despite weakening, have participatory participation mechanism. Those not under association, however, do not have participation mechanism running duly. Similarly, the mechanism of transparency, in fact, does not run well. Neither do the mechanism of democracy. It indicates that the mechanism of community management in the markets of Surakarta city do not run well, is not participative, there is no transparency and no correct democracy. Moreover, as L.V. Ratna Devi S. et al (2012) suggested, the seller business tenacity tends to be low; therefore this market development become inhibited. It can be said that the market development pattern in

Surakarta, with 5 sample traditional markets that have ever suffered from crisis, does not have a sustainable activity framework to prevent the market development from being inhibited. It means that the market development pattern in Surakarta have not changed non-physically into the better one and have not had activity framework or guidelines in undertaking the activities triggering the mutually desired change, the market living because it is enlivened by its sellers and enlivens its seller continuously.

## CONCLUDING REMARK

The finding in the field suggests that the market development pattern in Surakarta have not changed non-physically into the better one, providing awareness that there should be a movement to encourage the change to occur. It is, the change in how to think, to make the sellers not only thinking of themselves, but seeing the problems in the market as mutual problem. For that reason, there should be improvement in the qualities of participation, democracy and transparency by holding some training about how to carry out participation, transparency and democracy well, or in other words, the community management. This training is provided with a module that can guide the seller to understand better the way of participating, of carrying out transparency and democracy. Each mechanism contained the following manual instruction:

The mechanism of improving the participation quality is to educate the sellers about the following:

1. The way of identifying problem
2. The way of selecting the problem to be prioritized
3. The way of identifying stakeholder
4. The way of solving the problem in commonality.
5. The way of carrying out self-involvement in solving problem
6. The way of assembling in one institution (association)

The mechanism of improving the quality of transparency includes:

1. The way of searching for necessary information jointly for the mutual business tenacity.
2. The way of updating information.
3. The way of searching for information network as wide as possible jointly for the sustainable market development.
4. The way of attempting to search for information jointly to solve the problem encountered.
5. The way of attempting to make all parties transparent in the term of information needed jointly for the market development and business tenacity.

The mechanism of improving the quality of democracy includes:

1. The way of respecting the mutual interest
2. The way of being responsible for the mutual interest
3. The way of being critical to solve the mutual problem
4. The way of developing a concept to open discussion or dialog
5. The way of understanding the problem jointly
6. The way of being open in criticizing the problem encountered
7. The way of being honest to them in the term of the cause of problem encountered.

8. The way of self-introspecting
9. The way of acting rationally so that the decision is made not emotionally and selfishly.
10. The way of enforcing the rule either from dpp or that ever developed jointly.

These attempts are expected to trigger the change into the goodness of traditional market development and the sellers who have business tenacity to achieve the sellers' welfare later.

The traditional market pattern designed to improve the business tenacity is made not only by providing training, but also mentoring. This mentoring is desirable to control the program implementation. The chart of traditional market development pattern with community management is designed as follows:

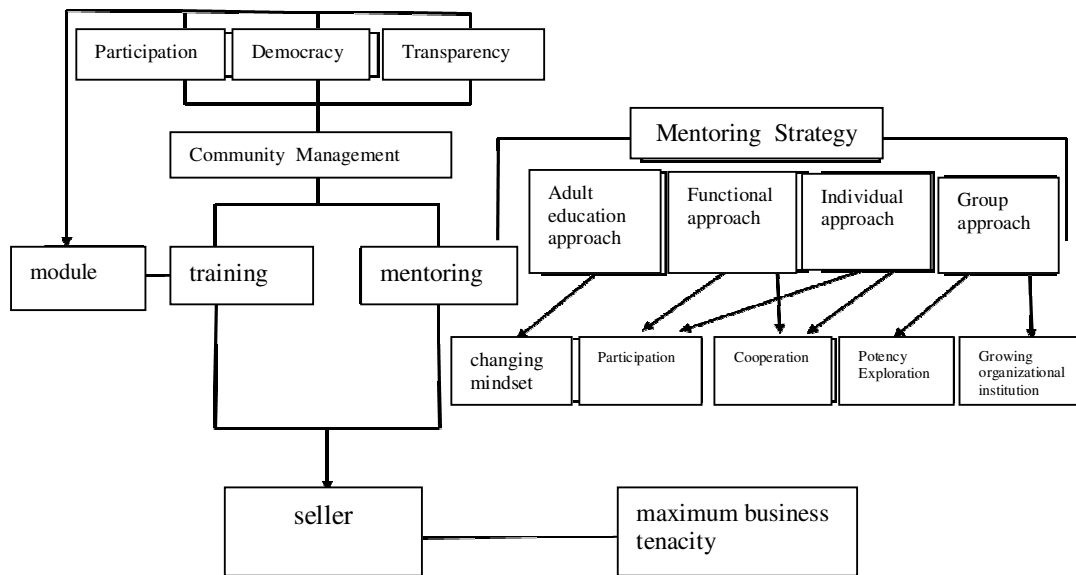


Diagram 1. Traditional Market Development Pattern with Community Management Approach

## RECOMMENDATION

1. To establish the association immediately with DPP's mentoring
2. To reinforce the association and to make collaboration with College
3. To hold training of carrying out community management (the way of participation, of carrying out transparency and democracy) for the seller's business tenacity)

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