



## Governance of the Central Market in Kota Selatan Subdistrict, Gorontalo City After Revitalization

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### ABSTRACT

This study aimed to examine the governance of the Pasar Sentral in Kota Selatan Subdistrict, Gorontalo City, after its revitalization. The background of this research stems from the market's previous condition, which was rundown and disorganized, prompting the Gorontalo City Government to carry out a revitalization project. However, despite the revitalization efforts, issues such as low visitor numbers, limited access to clean water, as well as drainage and sanitation problems, remain major concerns. This research used a qualitative approach with a descriptive method. Data were collected through observation, interviews with representatives from the Department of Industry and Trade, market vendors, and the community, as well as documentation. The findings indicate that market governance includes planning, implementation, and supervision in accordance with Henry Fayol's management theory. Nevertheless, challenges persist in the implementation, particularly regarding facility management, the retribution system, and the involvement of vendors in decision-making processes. In conclusion, the revitalization has not fully resolved the market's underlying problems. Strengthened coordination between the government and market stakeholders, along with improvements to supporting infrastructure, are needed to transform the market into a more attractive shopping center for the community.

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## INTRODUCTION

A market is a location or process where there is an interaction between a buyer (demand) and a seller (supply) for a particular good or service. This interaction allows the formation of equilibrium prices (market prices) and determines the amount of goods or services traded. The market is also one of the key components in economic governance, as it serves as a platform to create relationships between producers, consumers, and governments.

In Gorontalo Province one of the areas that is highly dependent on the trade sector is Gorontalo City, especially in the central market. In Gorontalo City there are four traditional markets: one in Kota Selatan District (central market), one in Kota Timur District (Moodu market), one in Kota Tengah District (Liluwu market), and another in Duingi District (Duingi market).

The Central Market is a market that was recently renovated and re-operated after being inaugurated by the Mayor of Gorontalo on Thursday, August 17, 2023. The renovation is a form of the city government's effort to revitalize the central market of Gorontalo City, revitalization efforts were carried out because previously the community complained about the appearance of the central market that looked shabby and unsuitable for use and irregular vendor stalls so that it caused buyers' interest to decrease and the income of traders in the central market also declined.

Effective market governance is key to creating a balance between supply and demand, ensuring transparency and fairness, protecting the rights of consumers and producers, and maintaining environmental

sustainability. In Indonesia, the implementation of good market governance faces challenges such as inconsistent regulations, lack of transparency, information imbalances, and negative environmental impacts. The importance of market governance lies not only in its operational function, but also in achieving sustainable and inclusive economic development goals. Therefore, clear and consistent regulations, strict supervision, increased access to information, stakeholder engagement, and the application of sustainability principles in every aspect of market management are needed. With these measures, the market can function efficiently, promoting economic development as well as improving the overall well-being of the community.

The Department of Industry and Trade is a local government agency that has responsibility for the development of the industrial and trade sectors in certain regions, playing an important role in planning, regulating, developing, and supervising various related activities in order to support economic growth, create job opportunities, and increase the competitiveness of local industries. This agency carries out tasks such as policy formulation, regulatory supervision, marketing promotion, investment facilitation, empowerment of small and medium enterprises (SMEs), and market management. In market governance, the Department of Industry and Trade ensures that markets operate efficiently, fairly, and transparently by developing policies that support competitive and healthy markets, overseeing regulatory implementation, and preventing practices that harm consumers and producers. With the necessary scrutiny and support, the agency helps create a business environment conducive to economic growth and community well-being, through appropriate policies, strict scrutiny, and ongoing support to create a healthy, competitive, and sustainable business environment.

Based on the explanation above, this is in line with the phenomenon that occurs in the Central Market Governance process of the southern city of Gorontalo City carried out by the city government. Based on information obtained by the author from several sources including [rri.co.id](http://rri.co.id), [gopos.id](http://gopos.id) and [gorontalo.totabuan.news](http://gorontalo.totabuan.news) there are several complaints of problems by traders and consumers after a few months of operation of the Gorontalo City Central Market, complaints of quiet buyers still felt by traders and additional problems arising from the limited supply of clean water, garbage disposal and irregular water disposal systems causing unpleasant odors and clogged channels Water that often causes inundation so that traders or buyers sometimes slip.

## RESEARCH METHODS

The planned research method will use a qualitative method with a descriptive approach. According to Setyosari (2010), in the book "Qualitative Research Methodology" (Grave et al., 2022) Qualitative research is a type of research that utilizes methods such as observation, interviews, content analysis, and other data collection techniques to describe responses to the behavior of research subjects. This research uses a descriptive approach, namely research which aims to explain as clearly as possible the observed phenomenon, without conducting an in-depth analysis. This approach focuses on collecting objective data about the characteristics, properties, and relationships between variables without trying to explain why the phenomenon occurs.

This research was carried out in Kota Selatan District, Gorontalo City. Data collection was carried out according to research needs. The research implementation time is planned for two months and can be adjusted to the needs of the research.

Data source refers to the location or origin of data determined by the researcher to be used in his study. It includes all sources that provide the necessary data-related information. Data can be divided into two categories based on its origin: primary data and secondary data.

### Data Analysis Techniques

According to Sugiyono (2012:224), data analysis techniques are the systematic process of compiling and searching for data obtained from records, interviews, field observations, and documentation. This process involves organizing data into categories, synthesis, elaboration into specific units, forming patterns, and making and selecting conclusions so that they can be easily understood by researchers themselves and others. The components of data analysis include: Data Collection, Data Reduction and Data Presentation.

## RESULTS AND DISCUSSION

### Governance of the Central Market of South Kota District, Gorontalo City After Revitalization

According to the Great Dictionary of the Indonesian Language (KBBI), "governance" refers to the systems, processes, and structures used to manage and regulate an organization or institution. The term is often used in management, governance, and organizational contexts to describe the ways in which decisions are made, resources are managed, and responsibilities are managed.

According to Henry Fayol in Management Theory (Muslim, 2023) In the implementation of market governance, there are several indicators used, namely Planning, Implementation, and Evaluation.

In general, governance includes aspects such as transparency, accountability, participation, and effectiveness in management. In the context of governance, governance is also often associated with the

principles of good governance that emphasize the importance of integrity and fairness in public decision-making.

### **Factors Causing the Quiet Central Market of South Kota District, Gorontalo City**

According to sumadi, internal factors are factors that come from within individuals or organizations that affect their performance or behavior.

According to Kotler and Keller (2021) in the book Marketing Management, the causes of declining market activity or the absence of the market can be classified into two broad categories.

In this study, the researcher looked at two factors causing the loneliness of the central market in the southern city sub-district of Gorontalo City, namely:

#### **Internal factors**

The internal factors that cause the loneliness of the Gorontalo City Central Market come from the condition of the market itself, especially related to the number of traders that decreased after revitalization. Many stalls are still empty, especially on the second floor, so trading activities in the market become uneven. In addition, several facilities that are not optimal, such as puddles in the Los Ikan area which cause discomfort for traders and buyers, also have an impact on market attractiveness. The lack of innovation in governance is also an obstacle, where the market does not have an effective promotional strategy to attract visitors in a sustainable manner.

#### **External Factors**

External factors that affect the quietness of the Gorontalo City Central Market are more related to conditions outside the market, especially the impact of government policies during the Covid-19 pandemic. At that time, traders were given permission to sell at home or on the roadside to avoid crowds, and this custom continued until after the pandemic. As a result, many shoppers prefer to shop outside the market because it is more accessible and does not incur parking fees. In addition, changes in people's shopping patterns who tend to prefer online shopping also contribute to the reduction in visits to traditional markets.

The Gorontalo City Central Market has experienced a decrease in the number of visitors caused by a combination of internal and external factors. Internally, after the revitalization process, there was a decrease in the number of traders operating, especially on the second floor, which resulted in the number of empty stalls and the uneven distribution of trading activities. In addition, suboptimal facilities, such as the presence of puddles in the Los Ikan area, cause inconvenience for traders and buyers. The lack of an effective promotional strategy also reduces the market's appeal to visitors. Externally, government policies during the COVID-19 pandemic that allowed traders to sell at home or on the side of the road have formed a new habit for buyers who prefer to shop outside the market due to easier access and free parking fees. In addition, the trend of online shopping that is increasingly in demand by the public has contributed to the reduction in visits to traditional markets.

### **Efforts that can be made in making the Central Market into a shopping center that is of interest to the public**

The market is one of the main components in carrying out the economic activities of the community, especially in urban areas. As a trading center, the market not only serves as a place for buying and selling transactions, but also as an indicator of local economic dynamics. In the context of the Gorontalo City Central Market, the revitalization that has been carried out aims to increase market competitiveness so that it can become the main choice of the community in meeting their daily needs. However, to realize this goal, a strategy is needed that not only focuses on the physical renovation of the market, but also on improving comfort and modernizing the shopping experience for visitors. Therefore, various steps must be taken to restore the attractiveness of the Central Market as a shopping center that is again in demand by the public.

To increase the attractiveness of the Gorontalo City Central Market, various strategic efforts are needed that are oriented towards improving the quality of market services and facilities. One of the efforts that can be taken is to improve facilities and infrastructure, such as improving drainage systems, sanitation, and adequate lighting so that the market becomes more comfortable for visitors. In addition, the government can hold promotional activities and market events, such as trade fairs, culinary festivals, and MSME bazaars, to attract more visitors and increase trade activities in the market.

Furthermore, regulating traders outside the market is an important step so that trading activities are centralized in the market again. The government needs to issue policies that encourage traders to return to selling in the areas that have been provided, as well as provide incentives for those who return to their activities in the market. In addition, market modernization through the digitization of transactions and cashless payment systems can also be a solution to increase market competitiveness with other shopping centers. With a planned strategy and consistent implementation, the Gorontalo City Central Market can again become a crowded trade center and in demand by the community.

## CONCLUSION

The management of the Central Market of Kota Selatan District, Gorontalo City after the revitalization is carried out through three main stages, namely planning, implementation, and control/evaluation, each of which shows a collaborative effort between the government, traders, and the community. In terms of planning, the Gorontalo City Government has designed strategic measures for market governance through long-term and short-term approaches. The long-term plan is marked by the initiation of the establishment of a Regional Public Company (Perumda) as an official market management institution, which is designed with the main stakeholders, namely the Disperindag, the Traders' Association, and community representatives. Meanwhile, short-term planning is focused on data collection and validation of active and inactive traders to reorganize zoning, facility allocation, and the preparation of a levy and training system. This step is the initial foundation for the implementation of the principles of transparency and accountability in market management. The implementation stage shows that although Perumda has not been officially formed, the implementation of policies such as stall zoning and illegal trader control has succeeded in creating neater, cleaner, and orderly market conditions, as well as making it easier for visitors to shop. However, at the control stage, several obstacles were found such as an imbalance between the number of active traders and the availability of stalls, as well as a decrease in the intensity of buyer visits influenced by changes in people's shopping patterns post-pandemic. Therefore, it is necessary to further evaluate the off-market zoning policy and strengthen a more attractive promotion strategy so that the existence of the Central Market can return to become the center of the community's economic activities optimally and sustainably...

The Factors Causing the Desertion of the Central Market of South Kota District, Gorontalo City are seen with two indicators, namely internal and external, internal factors include the lack of traders selling in the market and infrastructure problems such as suboptimal drainage and uncomfortable fish sheds. Meanwhile, external factors are related to the impact of the pandemic policy which provides leeway for traders to sell outside the market, so many of them choose to continue trading on the roadside even though the revitalization has been completed. Changes in people's shopping patterns that tend to switch to a modern shopping system are also a factor causing the decline in the number of visitors.

To overcome these various challenges, various strategic efforts are needed that can increase the attractiveness of the Gorontalo City Central Market as a shopping center that is of interest to the public. Efforts that can be made include improving market infrastructure and facilities, including improving drainage, lighting, and sanitation systems. In addition, the government needs to hold market promotions and events, such as culinary festivals and MSME bazaars, to attract more visitors. Regulating traders outside the market is also an important step so that trading activities are centralized in the market again. Market modernization through the digitization of transactions and non-cash payment systems can also be a solution to increase market competitiveness with other shopping centers. With the implementation of the right strategy and good coordination between the government, market managers, and traders, it is hoped that the Gorontalo City Central Market can again become a crowded and highly competitive trading center.

## SUGGESTION

For the Perindag Office, the Government needs to conduct further evaluation of the Central Market management system, especially in the management of market facilities and the arrangement of traders' business locations. In addition, concrete steps such as regulating traders who are still selling outside the market must be carried out gradually by providing alternative solutions so that they can continue to sell in the market without harming their business.

For Central Market Traders, traders are expected to cooperate with the government in creating a more orderly and comfortable market environment. By returning to selling in the market and following the zoning system that has been set, traders can help increase the attractiveness of the market and create a more conducive trading atmosphere

For the public or market consumers, the public is expected to be more aware of the importance of supporting this market by shopping at the Central Market. With increased community participation, the market can develop better and provide greater economic benefits for local traders as well as local governments.

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