

## ANALYSIS OF PARTICIPATORY-BASED VILLAGE MARKET DEVELOPMENT PATTERNS

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### **Abstract**

*This research aims to provide input on the arrangement of the Village Market. The research case study is the Village Market in Serang Regency, Banten Province. The locus was chosen because the Pamarayan Village Market crosses Serang Regency and Lebak Regency and has been running activities since independence. The research approach combines qualitative and quantitative. The research informants amounted to 15 people consisting of market traders associations, village market managers, Village-Owned Enterprises, RT/RW heads, youth leaders, and local community leaders. The main data used are primary data through Focus Group Discussion (FGD). The analysis technique used is MICMAC, by analyzing through a systematic solution to a problem. Research results show: First, based on existing conditions and analysis of Village Markets regulations, Pamarayan Market is a village market whose governance is under the authority of the village government. Second, based on the MICMAC analysis, the research results obtained in quadrant II, namely the relay variables including regional governance arrangements (zoning) of traditional markets, traditional market management (waste management and parking management), increasing trader competence, building revitalization, market trading facilities, and market financial management are seen to significantly affect the arrangement of the Pamarayan Market in Serang Regency. Third, the existence of Pamarayan Market is considered by stakeholders in the long term of around 3-6 years requires relocation due to the current conditions that harm the accumulation of waste, air and water pollution, and cause congestion. The relocation is expected to meet the location criteria: easy access to public/private vehicles, close to the highway, clean and comfortable location, and relatively cheap shop/trade location prices.*

**Keywords:** Village Market, structuring, territorial and market governance.

### **INTRODUCTION**

Historically, traditional markets are thought to have existed since the time of the Kutai Kartanegara kingdom in the 5th century AD, starting with a barter system of daily necessities with sailors coming from China. Merchants at that time held their merchandise on mats, where the exchange of goods for goods took place. The market then was not merely a meeting place for sellers and buyers but, more than that, a meeting place for the community and the nobility. Even the market was often used as part of a political strategy to exchange necessary information at that time (Ariyani, 2019). Traditional markets are places where sellers and buyers meet and are characterized by direct seller-buyer transactions, and there is usually a bargaining process. Buildings usually consist of stalls or outlets and open grounds opened by sellers or a market manager.

Traditional markets must be maintained because they have local wisdom values and are part of national culture (Gunawan, 2018; Putri et al., 2021; Widyanti et al., 2022). Traditional markets are the most strategic place in developing culture, especially the culture of interaction and communication and maintaining the importance of local wisdom that lives through these standard market facilities. Market locations are categorized as a trade means, including warehouses, public markets, shopping centers, and supermarkets. To manage the people's market, the government must organize and build People's Markets, shops/kiosks operated by the Regional Government. The private sector, state-owned enterprises, regionally owned enterprises, village-owned enterprises,

and cooperatives, as well as empowering and improving the quality of management of People's Markets. The development, empowerment, and improvement of the quality of control of the People's Market can be carried out as a. development and revitalization of the People's Market; b. implementation of professional management of the People's Market; c. facilitating access to goods with good quality and competitive prices (Gerpott & Berends, 2022); d. They are facilitating access to financing to traders in the People's Market and; e. reducing the utilization of information and communication technology in the management and transaction process in the People's Market (Ariyani, 2019; Okeke Nkechi Mercy et al., 2020; Sołek-Borowska, 2018).

Several research studies show a need for a comprehensive evaluation of the management of people's markets in urban and rural areas to maintain and strengthen the position of the market as an economic center, especially for the lower middle class. This evaluation is needed because the existence of traditional markets or people's markets still causes various problems. A study by (Anggraini, 2020) shows that several traditional market problems require market relocation; first, the development of the region will affect the existence of the people's market, which continues to grow, so it is considered not very strategic for the development of the area in the future. Secondly, people's needs are often in the middle of settlements, so it does not follow the criteria of a healthy environment, social community, and city planning. People's markets often cause pollution in the form of waste odors for settlements around the market and create the impression of slums and dirt that disturb the comfort of the surrounding community. Third, the presence of public markets near the highway impacts the smooth traffic flow around the road.

Another problem is that the market near the road is an attraction for traders to sell on the shoulder of the road. Fourth, the people's market relocation effort also aims to develop the community's economy because it can absorb a lot of labour in the non-Formal sector. Fifth, the potential of the people's market can also be utilized as a financial source for increasing Regional Budget Revenue for the Regional Government.

The Local Government of Serang Regency has made various efforts to develop public markets. In 2021, the Cooperative Industry and Trade Office (*Diskoperindag*) of Serang Regency planned to relocate the Padarincang Market from the old market to the new market. However, the existence of the market has not maximized the impact on Regional Budget Revenue. Based on the results of the Regional Budget Revenue report on trade levies in 2020, it has not yet reached its target. This is due to the vacancy of shops and open trading places. There are still many markets that are not fully active. In 2020, the achievement of the retribution target in the trade sector only reached 91%, with the triumph of Regional Budget Revenue of IDR 1 billion. In 2021, the Cooperative Industry and Trade Office (*Diskoperindag*) of Serang Regency was making maximum efforts to achieve the retribution target of IDR 1.5 billion. By reviving 13 markets in Serang Regency to function actively. In addition to the people's needs managed by the Regional Government of Serang Regency, there are people's markets operated by the Village Government, one of which is the Pamarayan Market in Pamarayan District. The arrangement of the Pamarayan Market was carried out because it had become increasingly crowded with sellers and buyers and had used the shoulder of the highway, causing congestion and market fires.

On the other hand, the condition of the market environment is increasingly shabby due to the non-optimal existence of a representative and comfortable garbage collection for traders and buyers at that location. However, the structuring and relocation process must reduce the social impact on various parties. The traders in strategic areas on the roadside have benefited from the convenience of buyers and other parties who have already been comfortable with the Pamarayan Market location. Some problems The slum and the inadequate state of public markets can weaken the performance and competitiveness of traders (Aruman et al., 2018; Jahanshahi & Bhattacharjee, 2020; Na et al., 2019).

Moreover, the Covid-19 pandemic makes people feel unsafe shopping at the market, while economic recovery must be carried out immediately to avoid economic depression (Gu et al., 2021; Petković et al., 2020; Sobaih & Moustafa, 2022). In the study of (Suryanto et al., 2019), another problem in the arrangement of people's / traditional markets is the lack of awareness of traders

who are still crowded until their sales take up the road in the market. In addition, by throwing garbage out of place, visitors and residents around the market cause an increase in the amount of trash scattered around the market. In addition, there is a lack of awareness of parking attendants who use the road for parking lots, so it is not uncommon to cause congestion. This makes the market look even more disorderly.

The process of relocating people's or traditional markets faces many problems (Prabowo et al., 2017; Suryadarma et al., 2015). The failure of the market relocation process is due to the rejection of the traders because the relocation of the people's market is not following expectations. Because the policy objectives are undesirable, especially by the traders as the object of relocation (Drozd, 2019). The relocation of the People's Market did not run optimally due to convoluted bureaucratic problems that had a slow impact on decision-making. This is due to the absence of clarity in formulating these related stakeholders' duties, principles, and functions. In addition, the non-fulfilment of the prerequisites for exemplary policy implementation in the form of communication and coordination is an inhibiting factor in addressing the complaints and aspirations of the traders. In contrast, the selfish attitude of the traders is a challenge for the government in addressing the complaints and aspirations of the traders.

Another problem faced is that market relocation impacts the number of old traders who are eliminated due to the inability to buy new stalls. Even traders choose to sell outside the market complex because inside is not selling. The study also found that in the purpose of repair/revitalization of nine traditional markets in Sumedang Regency, only four markets, or around 30%, can be revitalized, and the low level of human resources and awareness of Traditional Market traders in Sumedang Regency. The existing market revitalization strategy pattern has also not fully become a unified, broad, integrated, and systematic plan because it has not connected the advantages of the Regional Apparatus that handles it with the existing environmental challenges. On the other hand, technical policies in the form of regent regulations (*Perbup*) have not been changed even though the Regional Regulation (*Perda*) governing the management of Traditional Markets in the Regency has changed for quite some time.

Based on some of the problems above, a market manager must have adequate managerial and technical skills in planning, organizing, and supervising markets. Human resources can be qualified if they can carry out the authority and responsibility given. Several factors, including social factors and economic factors, influence trader resources. Therefore, a comprehensive study is needed by conducting participatory research to obtain an effective formula for structuring the Serang Regency Pamarayan Market. Based on the above background, it can be formulated How is the pattern of structuring Pamarayan Market in Serang Regency effective and following the expectations of Pamarayan Market stakeholders?

## RESEARCH METHODS

### RESEARCH DESIGN

This study uses a structural research paradigm using the Matrices Impacts Croises-Multiplication Applique (MICMAC) tool. Structural analysis is a tool designed to connect many ideas to determine some essential variables in a system (Sharma et al., 2013). Structural analysis has distinctive advantages over other analyses, such as: allowing groups of experts to find methods to share ideas among a group of members and allowing group members to explain views and thoughts on a particular issue. Structural analysis was originally philosophical and qualitative, but later, it was transformed and operationalized into a quantitative variety. So, this method reveals the "structure" of the relationship of dependence and mobility between system variables and shows essential variables in studying the arrangement and relocation of the Serang Regency Pamarayan Market.

This study uses a combination research method sequential explanatory model. According to (Creswell, 2016), it was characterized by data collection and quantitative data analysis in the first stage, followed by qualitative data collection and analysis in the second stage, to strengthen the results of quantitative research conducted in the first stage. Research does not use the term population, but Spradley called it "social situation" or social situation, which consists of three

elements: place, actors, and activities that interact synergistically. In this social situation or object of research, researchers can observe in depth the actions of people (actors) in a particular place.

**SAMPLING TECHNIQUE**

In this study, purposive sampling techniques were used. Participation was voluntary as many as 115 respondents gave positive responses out of 156 respondents contacted. Usable data were available for only 15 of the 115 respondents. Data was collected through journal entries, surveys, and interviews. Information was obtained from a combination of data sets.

The researchers informed the respondents at the beginning of the study that they were not members of the market management staff but only researchers in this project. The purpose of the data collection was explained, and respondents were invited to volunteer. Anonymity was assured, and respondents were free to withdraw at any time. Permission to conduct the research was obtained from the relevant university authorities. All data was discussed with co-researchers, and member checks were performed to ensure accuracy.

We used an open format for the journal as we believed this would replicate the realistic conditions of the participants. Usable survey data were obtained from 15 respondents. Thirteen face-to-face virtual interviews and two face-to-face live interviews.

**DATA COLLECTION TECHNIQUE**

In this research, the primary data sources were the words and actions of the people observed/interviewed or Focus Group Discussion (FGD). Data collection was carried out using the focus group discussion (FGD) method to determine the variables that influence and choose the study of the arrangement and relocation of the Pamarayan Market in Serang Regency and the workshop on the process of filling in the software used in data analysis. The discussion implementation uses the world café method to encourage interaction, knowledge sharing, and experience transfer among participants. Supporting data sources are secondary data derived from written documents such as books, scientific magazines, archives, personal papers, and official documents.

Operational concepts in the Focus Group Discussion (FGD) will be asked of the actors/ informants, as in table 1.

**Table 1.** List of Strategic Variables of the Village Market Arrangement Study

Cluster	Variable	Code
Regulatory Factors	1. Free trade policy in Indonesia	A1
	2. Zoning regulations for traditional markets 3.	A2
Law Enforcement Factor	1. Sanctions	B1
	2. Traditional market management	
	a. Waste management	B2
	b. Parking management	B3
Human Resource Development	1. Market manager training	C1
	2. Market manager coaching	C2
	3. Trader competency improvement	C3
	4. Communication and partnership with (BPP, village government, local government of Serang Regency, community, BBWS Cidanau-Ciujung-Cidurian)	C4
Physical and Non-Physical Revitalization	1. Building revitalization	D1
	2. Market trading facilities	D2
Social and Economic Revitalization	1. Market financial management	E1
	2. Original village revenue	E2

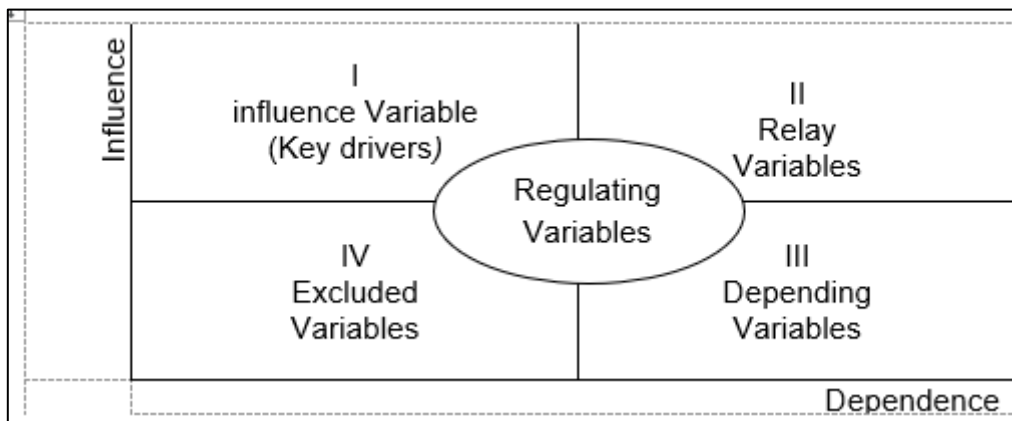


**DATA ANALYSIS TECHNIQUE**

The data analysis method used by the author is to use the MICMAC approach. The MICMAC approach relies on analytical thinking through a systematic solution to a problem. Therefore, MICMAC begins with the formulation of the problem (problem definition) then, followed by the identification of internal and external variables; at the next stage, MICMAC performs relationships between variables and weighting these relationships based on the degree of mobility and dependence between variables. Furthermore, (Ahmad et al., 2019) explained that the principles of the MICMAC technique help to:

- 1) Identify the main influential and dependent variables of a system.
- 2) Map the relationship between variables and the relevance of these variables in explaining a system.
- 3) Reveal the causal chain of a system.

In MICMAC, variables were grouped in four quadrants based on dependence and influence categories, as shown in Figure 1.



**Figure 1.** Variable Equalization in MICMAC(Khan et al., 2020)

In Figure 2, influence variables, often referred to as "determinant variables," depict highly influential variables with little dependency. These variables are crucial elements in the system because they can act as critical factors. In quadrant II, there are relay variables, which are influential but highly dependent. These variables are often categorized as factors that describe the instability of a system. Any changes that occur in this variable have severe consequences for other variables.

In quadrant III lies dependent variables or outcome variables. This variable is characterized by high dependency (dependent) but has little influence (influence). This variable is quite sensitive to changes in influence variables and relay variables.

Quadrant IV describes excluded variables or what is often known as "autonomous variables." A slight influence and a small dependency characterize this variable. This variable is said to be excluded because it will not stop the operation of a system or utilize the system itself. In general, it can be said that the relationship between variables in MICMAC can be written generically through a cross-matrix, as in table 2.

**Table 2.** Relationship between variables in the MICMAC(Al-Zarooni & Bashir, 2019)

	Variable 1	Variable 2	Variable 3...	Variable n	Influence (Y-Axis)
Variable 1	0	(V1,2)	(V1,3)...	(V1,n)	
Variable 2					
Variable 3					
.					



Variable n	(Vn,1)			0	
Dependence (X-Axis)					

In its implementation, filling in the matrix of direct influence (MDI) that describes the direct relationship between variables in Table 3 is done by quantifying the relationship between variables. Godet (1994) uses a scale of 0 to 3 and P, where: 0 = no relationship (non-existent); 1 = weak relationship; 2 = average; 3 = strong; and P = potential influence (cannot be determined by agreement).

**RESULTS AND DISCUSSION**

***ANALYSIS OF THE EXISTING CONDITIONS OF THE PAMARAYAN VILLAGE MARKET***

Pamarayan Market is located in Pamarayan Village, Pamarayan District, Serang Regency. Pamarayan Market has located in Pamarayan Village on the side of the Rangkasbitung - Pamarayan highway, formed for decades by occupying village land with an area of about 5050 M2. Initially, this market was active only on Wednesdays and Saturdays. Still, due to the community's many needs in its development, both the community around the Pamarayan Market District, Cikeusal District, and the border area of Lebak Regency, the market activities were carried out every day from 02:00 to 17:00 WIB. The number of traders, which was initially not much, is now more than 400, occupying: Stalls 152 traders, Los 248 traders, and the rest are temperance/street vendors who do not have stalls /loss.

Pamarayan Village Market is a village market whose management is under the Management of the Pamarayan Market Management Agency (BPP), which is responsible to the Pamarayan Village Government following Village Regulation (*Perdes*) No. 7 of 2014 and its derivatives with *Perdes* No. 16 of 2016 and the Village Head Decree. The regulation has authorized BPP to professionally manage the Village Market as a Village/Community asset by organizing, bringing order to traders, and maintaining kiosks, Los buildings, and other infrastructure. In addition, it also encourages the optimization of increasing the Village's Original Income and building transparency in village financial management. This body is also mandated to manage and maintain the construction of kiosks, stalls, and other infrastructure such as mosques, toilets, waterways, and market environment roads (paving blocks), considering the condition of various damaged kiosks/stalls, increasing their number and making improvements to rivers and roads. In interviews with multiple parties, including the village government, traders, and related communities, it was found that there was no precise mechanism related to the retribution imposed on traders. Hence, the village government had difficulty measuring the targets and achievements of funds from the income of Pamarayan market management. Market management has also not been carried out in an integrated manner by BPP because it is still partial per field. For example, parking management is still carried out personally by a previously appointed person. Then waste management is still carried out by a third party who charges IDR 25,000 per trader per month. In addition, the determination of retribution in the form of Rp 2000 per day to BPP has not measured the operational costs incurred in market operations. In addition, the management of incoming and outgoing funds has not been carried out transparently and professionally, so it has not significantly impacted the Village's original income.

***REGULATORY ANALYSIS OF PAMARAYAN VILLAGE MARKET MANAGEMENT***

Village Market Management before the Village Law was regulated in the Regulation of the Minister of Home Affairs No. 42 of 2007 concerning Village Market Management. The regulation is still valid before the new regulation changes. In this regulation, the Village Government is given the authority to manage the Village Market, which regulates: 1) Establishment of the village market; 2) Construction and Development of the Village Market; 3) Village Market Management; 4) Market finance; 5) protection; 6) cooperation; 7) cooperation; 8) guidance and supervision. Related to the construction and development of the market, the regulation explains that it can be sourced from: a. community self-help and participation; b. village revenue and expenditure budget; c. village

loans; d. government, provincial, regency/city assistance; and e. other legal and non-binding sources. In terms of village market management, the village government is required to conduct separate surveillance from the village administration, and the village government must appoint local people who have experience and competence in the economic field to manage the village market. As for village finances, revenue can come from retribution and other opinions regulated in village regulations in the form of rent for shops, kiosks, and tents. Revenue from the village market is used for the village treasury after deducting the operational costs of the village market. Expenditures are prioritized for the operation of the village market.

The local government must protect the village market so that the licensing of modern/retail market businesses must pay attention to the sustainability of the village market. Therefore, the existence of a current/retail market must also obtain a license from the Village and consideration from the Village Consultative Body. In addition, modern/retail markets are also required to partner with MSMEs in the village market. In terms of guidance and supervision of village markets, various parties can play several roles, both the local government and the central government.

The Minister of Home Affairs guides the form of a. providing guidelines for developing village markets and b. they are facilitating and training village market management. Meanwhile, the Governor recommends the formation of a. seeking measures to develop village markets; b. facilitating and training village market managers across regencies/cities, and c. encouraging regents/mayors to transfer village markets to village governments. The regency/city government also guides the form of: a. providing guidelines for village market management; b. undertaking operational measures to develop village markets; c. conducting training for village market managers, and d. facilitating village markets in cooperation with third parties. The sub-district government guides the form of a. facilitating the establishment of inter-village markets; and b. and encouraging the implementation of village market management. The supervisory function is carried out in stages from the lowest level of government at the Village, sub-district, district/city, Regency, and province to the ministry.

The village markets in Law No.6/2014 on Villages are explained as part of village assets that can be used as a source of income from the Village, whose management, according to Article 19 (b), is included in the village-scale local authority. The authority is also outlined in Government Regulation (PP) No. 43/2014 on the Implementation Regulation of Law No. 6/2014 on Villages Article 34 (2). The Village Market is also part of the village assets that are expected to be a source of income for the Village. This is as stated in the Serang Regency Regional Regulation No. 2 of 2017 concerning Village Financial Management in Article 11, which explains that Village Revenue Sources consist of: a. original village income consisting of business results, asset results, self-help and participation, cooperation, and other actual village income; b. village funds sourced from the State Revenue and Expenditure Budget; c. part of the proceeds of local taxes and levies of the Regency; d. allocation of village funds, which is part of the balance funds received by the Regency; e. financial assistance from the Provincial Revenue and Expenditure Budget and the Regency Revenue and Expenditure Budget; f. grants and non-binding donations from third parties; and g. other legitimate village income.

**FOCUS GROUP DISCUSSION (FGD) RESULTS ON VILLAGE MARKET ARRANGEMENT**

The FGD results have identified several factors that are considered strategic variables affecting the arrangement of Pamarayan Market in Serang Regency. Thirteen (13) variables are grouped into categories according to the dimensions in the strategic context, which are factors that influence the arrangement of the Pamarayan Market in Serang Regency, as shown in Table 3.

**Table 3.** List of Strategic Variables Affecting Village Market Arrangement

No.	Variable	Code	Dimensions
1.	Free trade policy in Indonesia	A1	Regulatory Factors
2.	Zoning regulations for traditional markets	A2	
3.	Sanctions	B1	Law Enforcement Factors
4.	Traditional market management a. Waste management	B2	

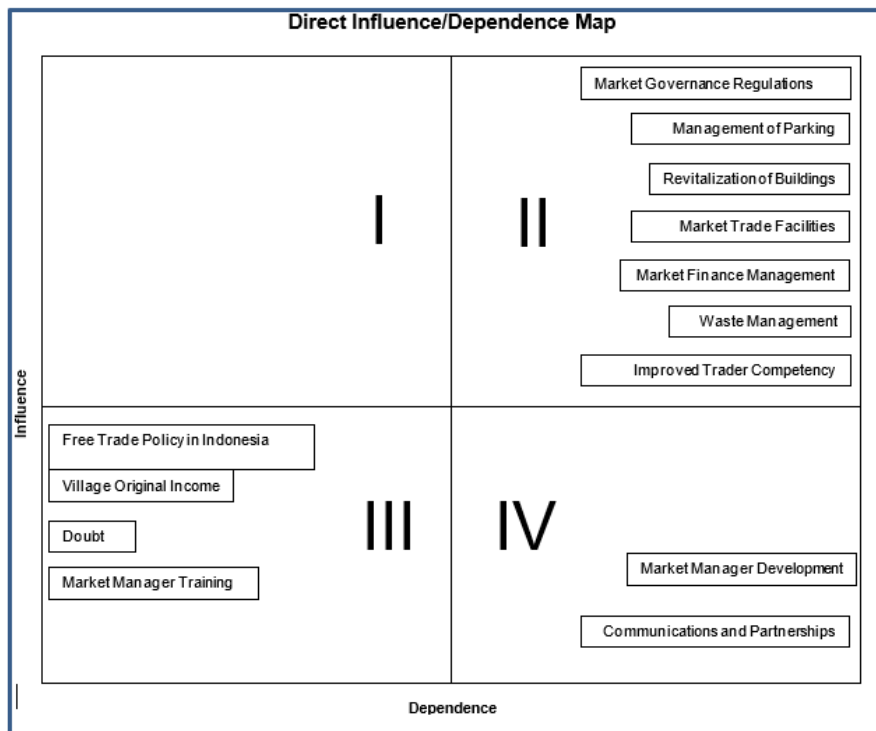
	b. Parking management	B3	Human Resource Development
5.	Market manager training	C1	
6.	Market manager coaching	C2	
7.	Trader competency improvement	C3	
8.	Communication and partnership with (BPP, village government, local government of Serang Regency, community, BBWS Cidanau-Ciujung-Cidurian)	C4	Physical and Non-Physical Revitalization
9.	Building revitalization	D1	
10.	Market trading facilities	D2	Social and Economic Revitalization
12.	Market financial management	E1	
13.	Original village revenue	E2	

The next step is to identify the type of each variable in terms of the intensity of its power to influence other variables or depend on different variables through visualization of the interrelation graph. Identification was done by considering data from previous changes, characterizing the current situation, and identifying future trends. At this stage, all FGD participants agreed to fill in the factors provided by the variables as approved.

After the FGDs were conducted, the researcher conducted in-depth interviews with the actors who participated in the FGD sessions to adjust and confirmations during the two sessions. Furthermore, it was analysed with MICMAC.

**MICMAC ANALYSIS RESULTS**

The results of the MDI matrix analysis obtained a typology map of the directly influenced variables in Figure 2.



**Figure 2.** Matrix of Direct Influence (MDI)

Based on Figure 2, the typology of strategic variables affecting the arrangement of Serang Regency Pamarayan Market can be grouped into four qualifications. Strategic variables in quadrant I are critical because they have a solid potential to influence the structure of the Serang Regency



Pamarayan Market and do not need to depend on variables in other quadrants. In quadrant I Influence Variables (key drivers), none of the strategic variables is included in this quadrant.

Furthermore, it is necessary to observe the strategic variables in Quadrant II to get other priorities that can be done faster, as shown in Table 4.

**Table 4.** Quadrant II Strategic Variables Relay Variables

No.	Variable	Code	Dimensions
1.	Zoning regulations for traditional markets	A2	Regulatory Factors
2.	Traditional market management a. Waste management b. Parking management	B2 B3	Law Enforcement Factors
3.	Trader competency improvement	C3	Human Resource Development
4.	Building revitalization	D1	Physical and Non-Physical Revitalization
5.	Market trading facilities	D2	
6.	Market financial management	E1	Social and Economic Revitalization

Quadrant II (Relay Variables) in Table 4 has seven key variables, which are dominated by two variables of the law enforcement factor dimension, namely waste management and parking management, two variables of the physical and non-physical revitalization dimension, namely the revitalization of buildings and market trading facilities, one variable of the regulatory factor dimension, namely the regulation of regional governance (zoning) of traditional markets, one variable of the human resource development dimension, namely increasing trader competence, one variable of the social and economic revitalization dimension, namely need financial management.

Based on the dominant and critical variables in quadrant II, the dimensions of regulatory factors, law enforcement factors, human resource development, physical and non-physical revitalization, and social and economic revitalization are the focus in structuring the Serang Regency Pamarayan Market. In quadrant III lies dependent variables or outcome variables that affect the arrangement of the Serang Regency Pamarayan Market. This variable is characterized by high dependence (dependent) but has little influence (influence). This variable is quite sensitive to changes in effect and relay variables; Quadrant III has two dominant variables, as shown in Table 5.

**Table 5.** Quadrant III Strategic Variables Dependen Variables

No.	Variable	Code	Dimensions
1.	Market manager coaching	C2	Human Resource Development
2.	Communication and partnership with (BPP, village government, local government of Serang Regency, community, BBWS Cidanau-Ciujung-Cidurian)	C4	

Quadrant III (Depending Variables) in Table 5 has two key variables that are dominated by two variables of the human resource development factor dimension, namely market manager coaching and communication, and partnership with (BPP, *Pemdes*, *Pemda* Kab. Serang, Community, BBWS Cidanau-Ciujung-Cidurian). The last qualification group, quadrant IV, the autonomous quadrant, is shown in Table 6.

**Table 6.** Quadrant IV Strategic Variables Autonomous (Excluded) Variables

No.	Variable	Code	Dimensions
1.	Free trade policy in Indonesia	A1	Regulatory Factors
3.	Sanctions	B1	Law Enforcement Factors
5.	Market manager training	C1	Human Resource Development
12.	Original village revenue	E2	Social and Economic



			Revitalization
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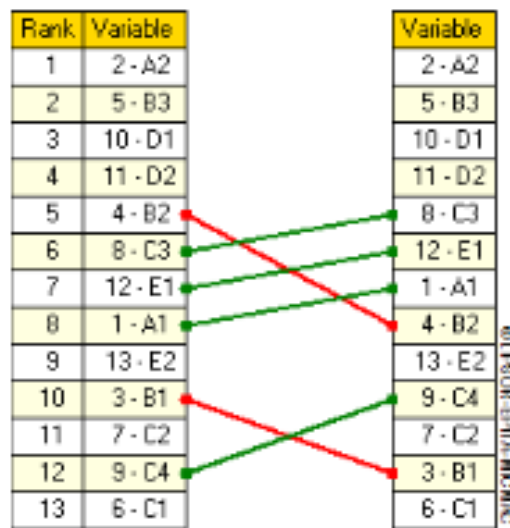
Quadrant IV (Excluded) in Table 6 consists of 1 variable of the regulatory factor dimension, namely free trade policy in Indonesia, one variable of the law enforcement factor dimension, namely sanctions, one variable of the human resource development dimension, namely market manager training, and one variable of the social and economic revitalization dimension, namely village revenue, which has the weakest relationship in the system and has little connection with other variables but is still part of the variables that influence the arrangement of the Serang Regency Pamarayan Market.

Information on the qualification of direct influence variables is very important for policymakers. The results of this analysis can be a direction for decision-makers to focus on the variables that have the most decisive influence because these variables will directly determine the behavior of other variables. The intensity of its impact on different variables can be seen in the direct influence graph with a percentage of 100% in the MICMAC software.

**WHAT STRATEGIC FACTORS CAN INFLUENCE THE ARRANGEMENT OF THE SERANG REGENCY PAMARAYAN MARKET IN FACTUAL CONDITIONS?**

From the various analyses conducted, the overall results show that the grouping of variables affecting the arrangement of Serang Regency's Pamarayan Market analyzed in this study is stable. This is indicated by the absence of significant changes in the typology of variables from the initial analysis, which is based on direct and indirect impacts and potential direct and indirect effects that are not changing significantly. Based on these findings, we can finally know the influence variables in the factors affecting the arrangement of Pamarayan Market in Serang Regency.

This finding benefits policymaker to improve the determinants that influence the arrangement of Serang Regency Pamarayan Market in determining the priority scale of which variables should be added in its development over other variables. Variables that have the top level should be prioritized gradually before other variables are ranked next, as in figure 3.



**Figure 3.** Ranking of Strategic Variables Based on MDI and MII MICMAC Analysis

Based on Figure 3, the variables that should be prioritized that influence the arrangement of the Serang Regency Pamarayan Market are in order of priority from the MICMAC Analysis (MDI and MII). Figure 3 shows the ranking of strategic factors as a basis for prioritizing variables that need to be followed up in improving strategic factors that influence the arrangement of the Pamarayan Market in Serang Regency. It is further clarified in Table 7.

**Table 7.** Ranking of Strategic Variables Based on MDI and MII that Affect the Arrangement of Pamarayan Market in Serang Regency

Rank	Variable	Variable Code
1.	Zoning regulations for traditional markets	2-A2
2.	Parking management	5-B3
3.	Building revitalization	10-D1
4.	Market trading facilities	11-D2
5.	Waste management	4-B2
6.	Trader competency improvement	8-C3
7.	Market financial management	12-F1
8.	Free trade policy in Indonesia	1-A1
9.	Village original income	13-E2
10.	Sanctions	3-B1
11.	Market manager coaching	7-C2
12.	Communication and partnership with (BPP, village government, local government of Serang Regency, community, BBWS Cidanau-Ciujung-Cidurian)	9-C4
13.	Market manager training	6-C2

***INFLUENCE AND DEPENDENCY RELATIONSHIPS BETWEEN VARIABLES AFFECTING THE ARRANGEMENT OF THE SERANG REGENCY PAMARAYAN MARKET IN FACTUAL CONDITIONS***

The results of the MICMAC analysis of the typology of strategic variables based on the strength of influence found four variable quadrant classifications, shown in Table 8.

**Table 8.** Number of Variables in 4 Quadrant Classification of MICMAC Analysis

Quadrant	Number of Variables	Dimensions
I (Domain Variable)	0	
II (Relay Variable)	7	Regulatory Factors:1 Law Enforcement Factors: 2 Human Resource Development: 1 Physical and Non-Physical Revitalization: 2 Social and Economic Revitalization:1
III (Output Variable)	2	Human Resource Development: 1
IV (Autonomous variables)	4	Regulatory Factors:1 Law Enforcement Factors: 1 Human Resource Development: 1 Physical and Non-Physical Revitalization: 1 Social and Economic Revitalization:1

This qualification has been tested using MDI and MII. Potential consistency tests for these qualifiers have also been tested, and the results are stable. Among these four typologies of variables, Influence Variables (key drivers) and relay variables should receive greater attention from policymakers than other variables. Influence variables (key drivers) have very high influence with low dependency, while relay variables have high impact and high dependence.

In this study, there are no Influence Variables (key drivers), and none of the strategic variables is included in this quadrant. At the same time, the key variables include seven variables: regional governance arrangements (zoning) of traditional markets, traditional market management (waste management and parking management), increasing trader competence, building revitalization, market trading facilities, and market financial management. These variables are very appropriate as relay variables, which can encourage and influence the arrangement of the Serang Regency Pamarayan Market.

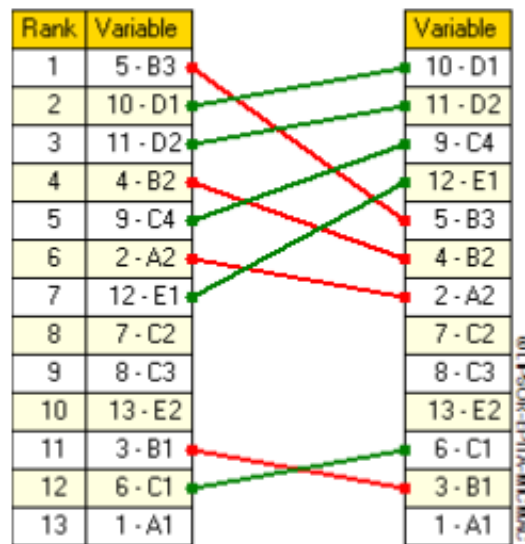
Another finding of this research is the level of influence variables in encouraging and influencing the arrangement of the Serang Regency Pamarayan Market. This finding benefits policymakers at

the Bappeda of Serang Regency, which is appropriate for structuring the Serang Regency Pamarayan Market in determining the priority scale of which variables should be prioritized over other variables. Variables with the top rank should be prioritized before proceeding to other variables that are ranked next.

This finding has implications for policymakers in the Pamarayan Village Government and the Serang Regency Government in structuring the Pamarayan Market in Serang Regency, that it is necessary to seriously monitor the relay variables and direct all managerial efforts to these variables towards the desired thing. At the same time, policymakers should also be aware of the relative shortcomings of the current relay variables, which is one of the problems that must be resolved to achieve the desired results. Based on the qualification results of the variables found in this study, especially on the relay variable, the regulation of traditional market governance (zoning), traditional market management (waste management and parking management), increasing trader competence, building revitalization, market trading facilities, and market financial management is seen to affect the arrangement of the Serang Regency Pamarayan Market significantly.

**WHAT STRATEGIC FACTORS CAN IMPROVE THE ARRANGEMENT OF THE SERANG REGENCY PAMARAYAN MARKET IN POTENTIAL CONDITIONS**

Potential variables that have the top level must be prioritized in stages before those that are ranked next, as shown in Figure 4.



**Figure 4.** Ranking of Potential Strategic Variables

Based on Figure 4, the variables that must be prioritized that affect the arrangement of the Serang Regency Pamarayan Market are in order of priority from the MICMAC Analysis (MPDI and MPDI). Figure 4 shows the ranking of strategic factors as a basis for prioritizing variables that need to be followed up in improving strategic factors affecting the arrangement of the Serang Regency Pamarayan Market based on MPDI. It is further clarified in Table 9.

**Table 9.** Ranking of Strategic Variables Based on MPDI that Affect the Arrangement of Pamarayan Market in Serang Regency

Rank	Variable	Variable Code
1.	Parking management	5-B3
2.	Building revitalization	10-D1
3.	Market trading facilities	11-D2
4.	Waste management	4-B2
5.	Communication and partnership with (BPP, village government, local government of Serang Regency, community, BBWS Cidanau-	9-C4

	Ciujung-Cidurian)	
6.	Zoning regulations for traditional markets	2-A2
7.	Market financial management	12-E1
8.	Market manager coaching	7-C2
9.	Trader competency improvement	8-C3
10.	Village original income	13-E2
11.	Sanctions	3-B1
12.	Market manager training	6-C2
13.	Free trade policy in Indonesia	1-A1

**POTENTIAL INDIRECT DEPENDENCY EFFECTS FOR EACH VARIABLE AFFECTING THE PAMARAYAN MARKET ARRANGEMENT OF SERANG REGENCY**

Based on Figure 5, ranking strategic factors can be seen as a basis for prioritizing variables that need to be followed up in improving strategic factors that affect the arrangement of the Pamarayan Market in Serang Regency based on MPPII. It is further clarified in Table 10.

**Table 10.** Ranking of Strategic Variables Based on MPPII Affecting the Arrangement of Pamarayan Market in Serang Regency

Rank	Variable	Variable Code
1.	Building revitalization	10-D1
2.	Market trading facilities	11-D2
3.	Communication and partnership with (BPP, village government, local government of Serang Regency, community, BBWS Cidanau-Ciujung-Cidurian)	9-C4
4.	Market financial management	12-E1
5.	Parking management	5-B3
6.	Waste management	4-B2
7.	Zoning regulations for traditional markets	2-A2
8.	Market manager coaching	7-C2
9.	Trader competency improvement	8-C3
10.	Village original income	13-E2
11.	Market manager training	6-C2
12.	Sanctions	3-B1
13.	Free trade policy in Indonesia	1-A1

**CONCLUSION**

Based on the MICMAC analysis, the research results obtained with qualifications, especially in quadrant II, namely the relay variables, including regional governance arrangements (zoning) of traditional markets, traditional market management (waste management and parking management), increasing trader competence, building revitalization, market trading facilities and market financial management, appear to be significant in influencing the arrangement of the Pamarayan Market in Serang Regency.

Stakeholders consider the existence of Pamarayan Market in the long term of around 3-6 years requires relocation because the current conditions hurt the accumulation of waste, air, and water pollution and cause congestion. The relocation is expected to meet the location criteria: easy access to public/private vehicles, close to the highway, clean and comfortable location, and relatively cheap shop/trade location prices.

Existing conditions and regulatory analysis of the Village Market the existence of Pamarayan Market is a village market whose governance is under the authority of the village government. The Pamarayan Village Government has issued a Village Regulation that authorizes the Pamarayan Market Management Agency to carry out adequate, efficient, and valuable market management and structuring in the economic development of Pamarayan Village. The weakness of this research is that the number of samples is too tiny. Hence, further research needs to be carried out with a

more significant number of pieces to obtain many ideas for market development contributions and better management.

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