



Development of Traditional Market Organizational Design Model in Bandung Regency

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ABSTRACT

The functionality of traditional markets has recently experienced a decline, resulting in their slow displacement by modern markets. This prompts an intriguing exploration through this research to develop a comprehensive market organization design model in Bandung Regency, focusing on the input, matching, and decision stages. Utilizing an organizational approach provides an overview of the research's objectives, which include: 1) understanding, describing, and analyzing internal and external environmental factors influencing market organizations, 2) identifying organizational strategic issues faced by the Bandung Regency Industry and Trade Service, and 3) generating alternative organizational strategies for market management in Bandung Regency. This research employs a qualitative method with a phenomenological approach, examining markets neighboring Bandung City and Cimahi City. Internal and external organizational factors dominant in market management in Bandung Regency were identified. These factors contribute to several organizational strategic issues faced by the Bandung Regency Industry and Trade Service in managing markets in border areas. These issues include traditional markets not meeting the 3K standards (Health, Comfort, and Safety), a weak organizational chain in market management, and positive impacts of advancements in science and information technology, particularly the use of computerized systems, on enhancing organizational efficiency. To address these organizational strategic issues, the research formulates five reliable strategic alternatives for solving market management problems on the borders of Bandung Regency.



INTRODUCTION

In line with Law Number 23 of 2014 concerning Regional Government, Bandung Regency is an autonomous region within the Unitary State of the Republic of Indonesia. This law emphasizes the developed autonomy, not only in the delegation and implementation of affairs but also provides a clear picture of the authority of the region to manage its own affairs and consider the interests of its community. Thus, the authority and affairs of the regional government are carried out based on democratization, creativity, aspirations, and community initiatives, in accordance with applicable laws and regulations. The era of regional autonomy requires regions to be creative in seeking sources of revenue to finance regional government expenditures for governance and development. Among various alternatives for regional revenue, the laws on Regional Government and Financial Balance between the Central Government and Regions establish taxes as one of the sources of Regional Original Income (PAD) originating from the region itself (Siahaan 2005).

In accordance with Article 285 of Law Number 23 of 2014, it is stipulated that Regional Revenue sources consist of:

- a. Local Original Income, including:
 - a) local levies;
 - b) the results of the management of separated Regional wealth; and
 - c) other legitimate local original income;
- b. Transfer income; and
- c. Other legitimate regional income.

Local Original Income (LOI) is one of the essential types of regional income that plays a crucial role in the implementation of regional autonomy. The greater the contribution of LOI revenue to the Regional Revenue and Expenditure Budget (RREB), the higher the level of regional autonomy and the lower the level of dependence on the central government.

Ideally, one of the main characteristics of a region capable of implementing regional autonomy lies in the financial capacity of the region to finance its regional government's operations. The proportion of dependence on the central government should decrease, and it is expected that local original income should be the largest part of mobilizing funds for regional government operations. Local original income is a crucial factor in the implementation of governance in a region based on the principles of real, broad, and responsible autonomy. The more a region obtains and collects PAD, the greater the amount of regional funds available to finance the implementation of regional autonomy.

In practice, it has been observed that in almost all regions, the percentage of LOI is relatively smaller, approximately 25% of the total regional revenue. Generally, a region's RREB is dominated by contributions from the central government and other regulated contributions, constituting around 75% of the total regional revenue (Rachim 2015). The revenue of Bandung Regency has consistently increased from year to year. PAD in Bandung Regency was IDR 703,535,227,666.48 in 2014, and it increased to IDR 775,564,771,821.68 in 2015. Based on the background above, this research focuses on the development strategy of the traditional market design model, formulated under the title: "Development of the Traditional Market Organization Design Model in Bandung Regency."

RESEARCH METHODS

The research method employed by the researchers is descriptive analysis, utilizing a quantitative research approach. The choice of a quantitative method stems from the expectation that it will yield authentic data and enable a comprehensive exploration of the research problem, ultimately leading to the desired results. The utilization of quantitative research methods is deemed highly suitable for the study of public administration, particularly in research aimed at examining and understanding policies.



The specific quantitative approach employed is an institutional model case study strategy. Researchers meticulously investigate a program, event, activity, process, or group of individuals, with cases delimited by both time and activities. Researchers collect comprehensive information using various data collection procedures within predetermined time frames.

Data analysis involves the compilation and synthesis of data into patterns, themes, and categories. Interpretation, on the other hand, entails assigning meaning to the analysis, elucidating patterns or categories, and exploring relationships between various concepts. It is important to note that interpretation reflects the researcher's perspective rather than an absolute truth. Both analysis and interpretation of data in quantitative research are integral components conducted from the inception of the research. Data analysis serves the purpose of rendering the obtained data more meaningful, simplifying it into a format that is easier to comprehend. The graphical representation of the research data analysis is presented below:

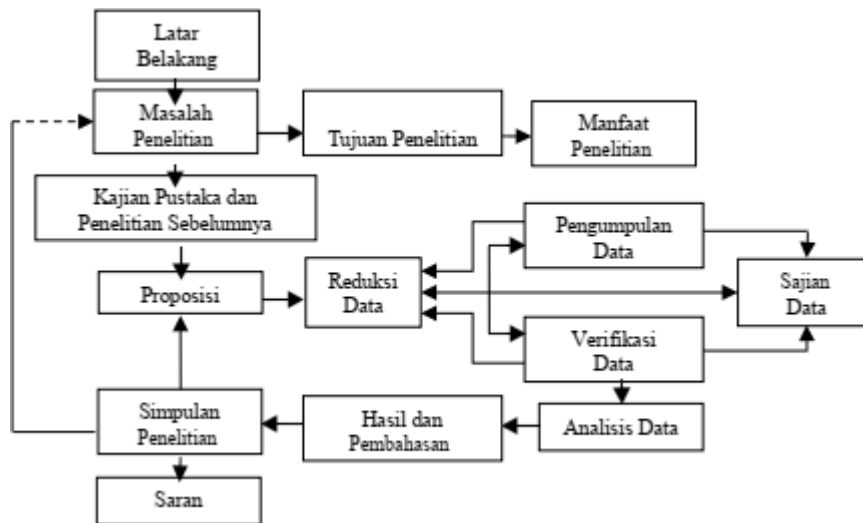


Image Analysis of Interactive Models (Miles and Huberman, 2002: 20)

RESULTS AND DISCUSSION

Strategy is characterized as a framework of objectives, policies, programs, actions, decisions, or resource allocations that delineate an organization's identity, purpose, and rationale for its activities. Following the preceding discussion that pinpointed the strategic challenges confronting the Bandung Regency Government in relation to collecting market service levies, the next step involves categorizing these issues according to priority, logical sequence, or temporal order. This categorization serves as a preliminary step to strategy development, preceding the subsequent stage of executing a matrix evaluation of internal and external factors.

1. Input Stage

During this stage, data can be categorized into two types: external data and internal data. External data is sourced from the external environment of the company, encompassing market analysis, competitor analysis, community analysis, supplier analysis, government analysis, and analysis of specific interest groups. Internal data is derived from within the company, including financial reports (balance sheet,



profit and loss, cash flow, funding structure), human resource activity reports (number of employees, education, skills, experience, salary, turnover), and operational and marketing activity reports.

a. External Strategy Factor Matrix

Before constructing an external strategy factor matrix, understanding external strategy factors (EFAS) is crucial. Here's a step-by-step guide on determining external strategic factors (EFAS):

- a) List these factors in column 1 (5 to 10 opportunities and threats).
- b) Assign weights to each factor in column 2, ranging from 1.0 (very important) to 0.0 (not important). These weights indicate the impact of strategic factors.
- c) Evaluate each factor's rating (in column 3) by using a scale from 4 (outstanding) to 1 (poor), based on its influence on the company's condition. For opportunity factors, positive ratings are given (e.g., a significant opportunity receives a +4, while a minor opportunity is rated +1). Threats with low values are rated 4.
- d) Multiply the weight in column 2 by the rating in column 3 to obtain the weighting factor in column 4. This yields a weighting score for each factor, ranging from 4.0 (outstanding) to 1.0 (poor).
- e) Calculate the total weighting score (in column 4) to understand the overall reaction of the company to its external strategic factors. This total score facilitates comparisons between this company and others in the same industry group.

Table 1 External Factor Analysis Summary (EFAS)

No.	Threat (Challenge)	Results			
		Amount	Ratings	Weight	R x B
1	Increasing market shock or market spill	31	3	0.069	0.214
2	The emergence of modern markets which are seen as more physically comfortable by the public, thereby reducing the motivation to shop at traditional markets	29	3	0.064	0.187
3	The increasing number of online buying and selling transactions in market places	37	4	0.082	0.304
4	There are efforts to avoid the obligation to pay market levies by some market traders by transferring the function of the kiosks they own.	34	3	0.076	0.257
5	Crisis of confidence in the Regional Government as a result of weak law enforcement for violations committed by employees/officers and/or mandatory retribution	24	2	0.053	0.128



6	The condition of traditional markets does not meet the 3K (Health, Comfort and Safety) for traders and buyers in carrying out buying and selling transactions	39	4	0.087	0.338
7	The function of the market traders' association is less effective in mediating the interests between market traders and the Regional Government.	32	3	0.071	0.228
	Sub-Total				1.428
No.	Opportunity				
1	Increasing the number of traders in traditional markets	26	3	0.058	0.150
2	Buying and selling transactions still exist every day in traditional markets.	37	4	0.082	0.304
3	Advances in science and technology in the form of the use of computerized systems have had a positive impact on improving the quality of services to the community	29	3	0.064	0.186
4	There is awareness among traders to pay market levies.	25	3	0.055	0.139
5	Advances in information science and technology in the form of the use of computerized systems have had a positive impact on increasing organizational efficiency	40	4	0.089	0.355
6	Collaboration with the private sector in revitalizing traditional markets	35	4	0.078	0.272
7	Conducive traditional market situation	33	3	0.073	0.241
	Sub Total	450		1.000	1.255
	TOTAL				2.683

In Table 1, you can observe that the weighted value is 2.668. This indicates that the Bandung Regency Trade and Industry Service possesses a moderate ability to anticipate threats while capitalizing on opportunities. The primary threat faced relates to the condition of traditional markets, which fails to meet the 3K (Health, Comfort, and Safety) standards for traders and buyers involved in buying and selling transactions, with a value of 0.338. Conversely, the primary opportunity for the Bandung Regency Trade and Industry Service lies in advancements in information science and technology, manifested through the utilization of computerized systems that positively impact organizational efficiency, with a value of 0.355.



b. Internal Strategy Factor Matrix

Once the internal strategic factors of the company have been identified, the Internal Strategic Factors Analysis Summary (IFAS) table is prepared to articulate these factors within the framework of the company's strengths and weaknesses. The following steps are followed:

- a) Identify the factors representing the company's strengths and weaknesses in column 1.
- b) Assign a weight to each factor on a scale from 1.0 (most important) to 0.0 (least important), based on the factor's influence on the company's strategic position. The total sum of all weights should not exceed a score of 1.0.
- c) Evaluate the rating (in column 3) for each factor using a scale from 4 (outstanding) to 1 (poor), based on the factor's impact on the company's condition. Positive variables (those falling into the strength category) are assigned values from +1 to +4 (excellent) by comparing them with the average or main competitors. Conversely, for negative variables, the opposite holds true. For example, if the company's weakness significantly exceeds the industry average, the value is 1; if the weakness is below the industry average, the value is 4.
- d) Multiply the weight in column 2 by the rating in column 3 to derive the weighting factor in column 4. This yields a weighting score for each factor ranging from 4.0 (outstanding) to 1.0 (poor).
- e) Sum up the weighting scores (in column 4) to determine the total weighting score for the company. This cumulative value reflects a specific company's response to its internal strategic factors.

Table 2 Internal Factor Analysis Summary (IFAS)

No.	Weakness	Result			
		Amount	Ratings	Weight	R x B
1	Market management is still weak	33	3	0.089	0.295
2	improvements/changes to regional regulations relating to the amount of levy rates	24	2	0.065	0.156
3	Limited budget for rehabilitation/revitalization of markets whose physical condition has been damaged	38	4	0.103	0.391
4	Limited quality of market management human resources	27	3	0.073	0.198
5	Limited quantity of market management human resources	27	3	0.073	0.198
6	Lack of socialization of regulations regarding the implementation/compliance of applicable levies	27	3	0.073	0.198
	Sub Total				1.435



No.	Strenght				
1	Institutional legitimacy of market levy managers	26	3	0.070	0.183
2	The existence of the organization's vision and mission as well as the main tasks and functions of the organization	34	3	0.092	0.313
3	Optimizing infrastructure, procedures and technology to support market management activities	37	4	0.100	0.371
4	Clarity of regulations regarding applicable market levies	33	3	0.089	0.295
5	Optimizing the quality and quantity of market management apparatus	35	4	0.095	0.332
6	Supervision of the implementation and compliance of market levy regulations	28	3	0.076	0.212
	Sub Total	369		1.000	1.707
	TOTAL				3.142

In Table 2, it is evident that the total weighted value is 3.142. This indicates that the Bandung Regency Trade and Industry Service holds a robust position in leveraging its strengths and effectively addressing existing weaknesses. The primary strength of the company lies in the optimization of infrastructure, procedures, and technology supporting market management activities, with a value of 0.371. Conversely, the primary weakness is the constrained budget for the rehabilitation/revitalization of markets with deteriorated physical conditions, registering a value of 0.391.

This step represents a crucial stage in the TOWS analysis technique, aimed at determining the position of the organization under study. The organization's position is determined by assessing the difference between the calculated EFAS and IFAS values. The calculations are as follows:

EFAS Weighted Value

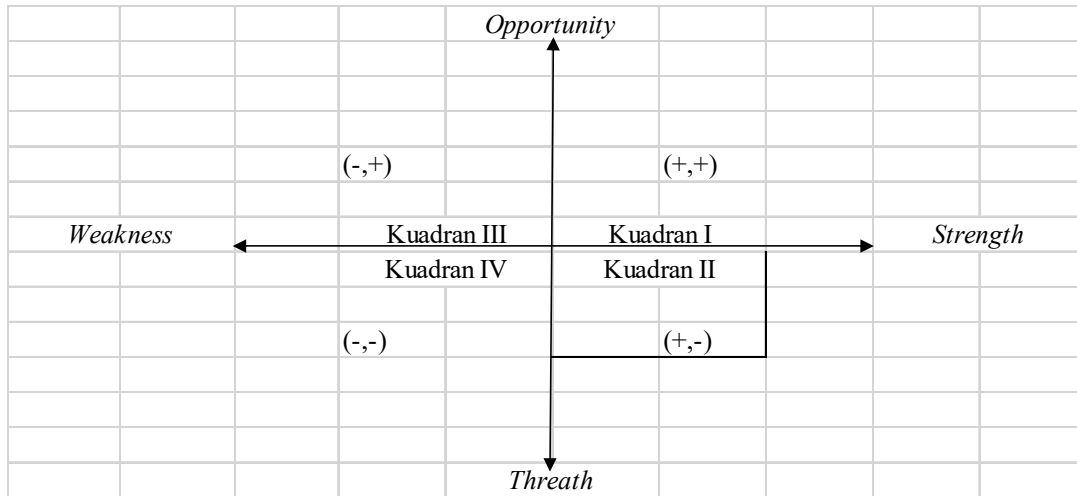
Opportunity weighted value	: 1.255
Threath (Challenge) weighted value	: <u>1,428</u>
EFAS value	: - 0.137

IFAS Weighted Value

Streight (Strength) weighted value	: 1.707
Weakness weighted value	: <u>1.435</u>
IFAS value	: 0.272



TOWS Matrix Image of Final EFAS and IFAS Scores



Based on the results of the EFAS and IFAS assessments, the positioning of the Bandung Regency Trade and Industry Service in optimizing market service levy revenues in Bandung Regency is discernible. The disparity in EFAS values reveals a negative trend, amounting to 0.137. Conversely, the variance in IFAS values indicates a positive trend, totaling 0.272, placing it in quadrant II.

This position signifies a robust organization grappling with significant challenges. It implies that the organization is in a stable condition but confronted with numerous substantial challenges. Consequently, it is anticipated that the organization may encounter difficulty sustaining its operations if it solely relies on the existing strategy. Hence, it is recommended that the organization promptly diversify its tactical strategies.

2. Matching Stage

a. Matrix IE

To formulate the strategy that will be used, it is then matched with the IE matrix (Fred R. David 2002). This matrix is based on two key dimensions. IFAS on the X axis and EFAS on the Y axis. For the X axis there are three scores, namely:

- a) Score 4.0 – 3.0 = strong internal position.
- b) Score 2.99 – 2.0 = average internal position.
- c) Score 1.99 – 1.0 = weak internal position.

For the Y axis in the same way, namely:

- a) Score 4.0 – 3.0 = strong external position.
- b) Score 2.99 – 2.0 = average external position.
- c) Score 1.99 – 1.0 = weak external position.

The IE matrix can be divided into 3 parts that have different strategic impacts. Divisions that enter cells I, II or IV can.



IE Matrix Image

		Total weighted IFAS scores		
		Strong	Average	Weak
		4,0 – 3,0	2,99 – 2,0	0,99 – 1,0
		4,0	3,0	2,0
		3,0	2,0	1,0
Value table	High 4,0 – 3,0	Cell I	Cell II	Cell III
	Currently EFAS was given 2,99 – 2,0	Cell IV	Cell V	Cell VI
	Weight Low 1,99 – 1,0	Cell VII	Cell VIII	Cell IX
	1,0			

(Fred R.David, 2002 : 195)

Information:

- Cells I, II, and IV: Grow and Develop
- Cells III, V, and: Maintain and Maintain
- Cells VI, VIII and IX: Divestment

Based on the mapping on the IE matrix, it can be seen that on the x-axis of the IE matrix the total value of the IFE matrix is 3.135, while on the y-axis of the IE matrix the total value of the EFE matrix is 2.787. The results of the IE matrix show that the Bandung Regency Trade and Industry Service is in cell IV. Thus, the strategy commonly used for organizations in cell IV is the growth and build strategy.

b. TOWS Matrix

After analyzing the data above, the next step in mapping existing issues or strategic factors is to use the TOWS (Treath, Opportunity, Weekness, Strength) analysis tool, so that the structure and strategic level of these factors can be identified. With this TOWS matrix, issues or strategic factors that need to be developed in the future in developing/increasing market levy revenues can be identified.



The TOWS matrix analysis technique is the initial stage in finding strategic issues which will later be used to find development strategies for increasing market levy revenues in Bandung Regency. The following is a SWOT matrix that will be used to map strategic issues in an effort to increase market service levy revenues in Bandung Regency:

Chart 3 TOWS Matrix for Identifying Strategic Issues

EXTERNAL ENVIRONMENT	THREAT (T)	OPPORTUNITY (O)
INTERNAL ENVIRONMENT	1.1 Increasing market shock or market spill	2.1 Relatively stable number of traders in traditional markets
	1.2 The emergence of modern markets has reduced the number of buyers in traditional markets	2.2 The existence of activities in traditional markets (buying and selling) that take place every day
	1.3 The increasing number of online buying and selling transactions in market places	2.3 computerized systems that will improve services to the community
	1.4 Avoidance of payment by mandatory market levies	2.4 There is awareness of paying levies from the community
	1.5 Weak law enforcement for violations committed by employees/officers and/or mandatory retribution	2.5 computerized systems that will increase organizational efficiency
	1.6 Conditions of traditional markets that do not meet 3K	2.6 Collaboration with the private sector in revitalizing traditional markets
	1.7 Ineffective functioning of the market traders' association	2.7 Conducive traditional market situation
WEAKNESS (W)	STRATEGY TW	STRATEGY OW
a.1 Market management is still weak a.2 Refinement/amendments	1. Balancing the environmental management budget with market levy	1. Re-identify the mission and mandate of the organization as a starting point for



<p>to regional regulations regarding the amount of market levy rates</p> <p>a.3 Limited budget for rehabilitation/revitalization of markets whose physical condition has been damaged</p> <p>a.4 Limited quality of market management human resources</p> <p>a.5 Limited quantity of market management human resources</p> <p>a.6 Lack of socialization of applicable regulations regarding levy collection</p>	<p>revenues to strengthen market management (1.1, 1.2, 1.6, a.2, a.3)</p> <p>2. Encourage confirmation of sanctions for levy violators to simultaneously socialize levy collection regulations (1.4, 1.5, a.6)</p> <p>3. Revitalize the function of the market traders' association through cadre formation and education with the theme of using technology for the welfare of traders (1.3, 1.7, a.1, a.4, a.5)</p>	<p>evaluating market management (2.7, a.1, a.2)</p> <p>2. Procurement of facilities and infrastructure that support efforts to increase market fees and maintain the productivity of market traders (2.2, 2.3, 2.5, 2.6, a.4, a.5)</p> <p>3. Improving market levy management by prioritizing socialization so that traders are educated (2.1, 2.4, a.3, a.6)</p>
<p>STRENGHT (S)</p> <p>b.1 Legitimacy of market levy management institutions</p> <p>b.2 The existence of the organization's vision and mission as well as the main tasks and functions of the organization</p> <p>b.3 Optimization of infrastructure, procedures and technology to support market management activities</p> <p>b.4 Clarity of regulations</p>	<p>STRATEGY TS</p> <p>1. Embody the vision and mission into a work program that is in accordance with the main tasks and functions to strengthen the organization (1.7, b.2)</p> <p>2. Regularly campaign for compliance with regulations to support law enforcement regarding mandatory market fees (1.4, 1.5, b.1, b.4, b.6)</p>	<p>STRATEGY OS</p> <p>1. Utilizing information technology in buying and selling activities, community services and organizational management to increase market competitiveness (2.2, 2.3, 2.5, b.3)</p> <p>2. Plan and implement partnerships with the private sector in work programs related to market revitalization (2.6, b.2)</p>



regarding applicable market levies b.5 Optimizing the quality and quantity of market management apparatus b.6 Supervision of the implementation and compliance of market levy regulations	3. Effectiveness of human resources and budget in maintaining 3K to ensure market conduciveness and productivity (1.1, 1.2, 1.3, 1.6, b.3, b.5)	3. Develop computerized organizational administration and management so that the market becomes stable, conducive and productive (2.1, 2.4, 2.7, b.1, b.4, b.5, b.6)
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Based on the TOWS analysis in Table 3, there are four alternative strategies that will be used by the Bandung Regency Trade and Industry Service in optimizing market levy revenues, namely:

- a) T-W Strategy
 - Balancing the environmental management budget with market levy revenues to strengthen market management
 - Encourage confirmation of sanctions for levy violators while simultaneously socializing levy collection regulations
 - Revitalizing the function of market traders' associations through cadre formation and education with the theme of using technology for the welfare of traders
- b) T-S Strategy
 - Manifesting the vision and mission into a work program that is in accordance with the main tasks and functions to strengthen the organization
 - Campaigning for compliance with regulations on a regular basis to support law enforcement regarding mandatory market fees
 - Effectiveness of human resources and budget in maintaining 3K to ensure market conduciveness and productivity
- c) O-W Strategy
 - Re-identify the organization's mission and mandate as a starting point for evaluating leadership and market management
 - Procurement of facilities and infrastructure that support efforts to increase market fees and maintain the productivity of market traders
 - Improving market levy management by prioritizing socialization so that traders are educated
- d) O-S Strategy
 - Utilizing information technology in buying and selling activities, community services, and organizational management to increase market competitiveness
 - Plan and implement partnerships with the private sector in work programs related to market revitalization
 - Developing computerized organizational administration and management so that the market becomes stable, conducive and productive



Based on Figure 3 above, it is evident that there are 12 strategic alternatives that need to be developed and scrutinized by the Bandung Regency Trade and Industry Service in order to optimize market service levy revenues in Bandung Regency. These alternatives are as follows:

- a) Balancing environmental restructuring budget with market levy revenue to strengthen market management: This strategy aims to address threats and weaknesses identified in the TOWS matrix. Threats include: 1) Increasing Kaget markets or overflow markets; 2) Emergence of modern markets, reducing their number; and 3) Traditional market conditions that do not meet the 3K criteria. The weaknesses to be addressed by balancing the environmental restructuring budget with market levy revenue are: 1) Weak market management; and 2) Limited budget for the rehabilitation/revitalization of markets with damaged physical conditions.
- b) Promoting the enforcement of penalties for levy violators while simultaneously disseminating levy collection regulations: Similar to the first strategy, this strategy aims to address different threats and weaknesses. It focuses on addressing threats such as: 1) Evasion of payment by market levy obligors; and 2) Weak law enforcement against violations committed by employees/officers and/or levy obligors. The weakness to be addressed by this strategy is the lack of awareness regarding the regulations on levy collection.
- c) Revitalizing the role of market trader associations through cadreship and education themed on utilizing technology for trader welfare: This third and final strategy is intended as an option to address different threats and weaknesses in the TOWS matrix compared to the first two strategies. Threats include: 1) Increasing online buying and selling transactions in marketplaces; and 2) Ineffectiveness of market trader associations. Meanwhile, weaknesses addressed by this strategy include: 1) Ineffective leadership (responsibility and execution); 2) Limited quality of market management human resources; and 3) Limited quantity of market management human resources.
- d) Translating vision and mission into work programs in line with core tasks and functions to strengthen the organization: If the first three strategies are positioned to address threats and weaknesses, this strategy aims to handle threats and optimize strengths. The threat addressed in this strategy is the ineffectiveness of market trader associations. This threat is also sought to be addressed by the third or last strategy in the threat-weakness strategic choice. Meanwhile, the strength to be optimized for this strategy is the organization's vision and mission, as well as its core tasks and functions.
- e) Advocating compliance with regulations routinely to support law enforcement against market levy obligors: This strategy advocating compliance with regulations routinely to support law enforcement against market levy obligors is the second strategy positioned in the threat-weakness category. This strategy is related to threats such as: 1) Evasion of payment by market levy obligors; and 2) Weak law enforcement against violations committed by employees/officers and/or levy obligors; as well as strengths: 1) Institutional legitimacy of market levy management; 2) Clarity of regulations regarding market levy; and 3) Supervision of the implementation and adherence to market levy regulations.

The threat aspect to be overcome in this strategy is the same as the second of the three threat and weakness strategy options which encourages the affirmation of sanctions for levy violators in order to at the same time socialize the levy collection regulations. In other words, there is a disconnect between the strategy of routinely campaigning for compliance with regulations to support law enforcement regarding mandatory market fees and encouraging the affirmation of sanctions for levy violators while simultaneously socializing the regulations for levy collection.



3. Research Discussion

Public awareness to pay market fees is one of the determining factors for the Bandung District Government to increase market fee revenue. Public awareness to pay market fees must always be enhanced. This awareness can be increased through education. Education can be carried out directly by the Market Management Division by inviting the public to a designated location and providing information about market fees along with warnings and sanctions for non-compliance. Alternatively, collaboration can be established with trader associations to help convey important information regarding the implementation of rules related to the interests of mandatory fees and the Bandung District Government.

Nevertheless, trader associations play a crucial role as they serve as a platform for traders to express aspirations, complaints, suggestions, and feedback concerning market conditions and issues that disrupt and make trading activities uncomfortable.

a) Effectiveness of human resources and budget in maintaining the 3K to ensure market conduciveness and productivity

Next, for the third and final threat strength strategy in the TOWS matrix, the strategy of optimizing human resources and budget to maintain the 3K to ensure market conduciveness and productivity is related to several threats: 1) Increasing surprise or overflow markets; 2) Emergence of modern markets, reducing the number of buyers in traditional markets; 3) Growing transactions in online marketplaces; and 4) Traditional market conditions that do not meet the 3K, also touching on strengths that consist of: 1) Optimization of infrastructure, procedures, and technology supporting market management activities; and 2) Optimization of the quality and quantity of market management apparatus.

Similarly, with this strategy, the strategy of optimizing human resources and budget to maintain the 3K to ensure market conduciveness and productivity is aimed at addressing all threats to be addressed by the first weakness threat strategy, which is the strategy of balancing environmental planning budgets with market fee revenue to strengthen market management. In addition, the strategy of optimizing human resources and budget to maintain the 3K to ensure market conduciveness and productivity also aims to address the threat of increasing transactions in online marketplaces, similar to the strategy of revitalizing the function of trader associations through cadre training and education focused on utilizing technology for the welfare of traders in the TOWS matrix.

In connection with the strategy issue "Effectiveness of human resources and budget in maintaining 3K to ensure market conduciveness and productivity", there is literature that provides support, one of which according to Hasana Maulidya (2018) argues in his article that 3K itself is an aspect that needs attention in management market. Traditional market consumers, according to a case study conducted by Maulidya at three traditional markets in Jakarta, tend to make the 3K aspect an important aspect in determining their decision to shop at traditional markets (Maulidya, 2018). Furthermore, Maulidya (2018) also found that buyers in traditional markets admitted that the 3K aspect was less than disrupting their enthusiasm for buying and selling in the market. There are hopes or aspirations from traditional market consumers to make 3K traditional markets better.

Turning to the seller's side in traditional markets, they actually have good knowledge of 3K but do not implement this knowledge properly during buying and selling activities (Maulidya, 2018). Sellers know, for example, that throwing rubbish carelessly is not good for the environment or using clean gloves when processing food. However, for the reason that they were not reminded or checked by the market manager, buying and selling habits were allowed to continue which were contrary to 3K (Maulidya, 2018). The existence of things like this makes it necessary to make more efforts to make the human resources and budget of market management organizations more effective in



maintaining 3K. Market management organizations have the legitimacy to be able to use human resources and budgets to achieve a more conducive and productive market.

The 3K problem or on the list of strategic issues, namely "Conditions of traditional markets that do not meet 3K" is an issue that is not only within the country but also abroad, one of which is South Korea. Gye Hwa Joen and Kyu Soo Ha (2018) in their article entitled "The Effect of Traditional Market Attributes and Service Quality on Visiting Intention: Focusing on Hygiene Factor Moderating Effect" stated that the 3K problem is also an issue in South Korean traditional markets. The solution to this problem taken by South Korean traditional market managers is to develop human resources for 3K maintenance and allocate a monthly budget for 3K maintenance (Jeon & Ha, 2018). 3K is an important attribute that needs to be given regular attention so that market productivity is good for buying and selling activities between consumers and traders in traditional markets.

b) Reidentifying the Mission and Mandate of the Organization as the Starting Point for Evaluating Leadership and Market Management

Moving on to the strategies in the opportunity and weakness sections of the TOWS matrix. The first strategy that can be chosen to optimize opportunities and address weaknesses is the strategy of reidentifying the mission and mandate of the organization as the starting point for evaluating leadership and market management. This first strategy aims to optimize the conducive situation of traditional markets, while there are two weaknesses to be addressed simultaneously: 1) Ineffective/incompetent leadership (both accountable and executive); and 2) Weaknesses in market management.

In the discussion of threat weakness strategies, each of these two weaknesses is actually intended to be addressed with two different strategies. The first is the strategy of revitalizing the function of trader associations through cadre training and education focused on the use of technology for the welfare of traders, addressing the weakness of ineffective/incompetent leadership (both accountable and executive). Meanwhile, the strategy to address the same weakness in market management is the strategy of balancing environmental planning budgets with market fee revenue to strengthen market management.

Mission and mandate are essential aspects of an organization to achieve success. The mandate is imposed from outside and may be seen as a necessity for the organization to fulfill. On the other hand, the mission is largely developed from within and identifies the goals that the organization aims to achieve.

The Market Management Division, as an integral part of an organization, has not clearly formulated the organization's mission, but the mandate that must be carried out is stated in Regional Regulation of Bandung District Number 14 of 2008 concerning the Organization and Work Procedures of the Regional Office. However, for a modern organization, the mission and mandate should be clarified and detailed. The mission statement is a declaration of the organization's goals and should provide inspiration. The mission should be referenced in the official opening of organizational actions, displayed on office walls, and generally present physically. Meanwhile, the mandate is a compilation of formal and non-formal mandates faced by the organization and interpretations of what is needed as a result of these mandates.

c) Procurement of facilities and infrastructure that support efforts to increase market fees and maintain the productivity of market traders

The strategy for procuring facilities and infrastructure that supports efforts to increase market fees and maintain the productivity of market traders is a second strategy that is related to optimizing opportunities and managing weaknesses. These opportunities include: 1) There are still activities in traditional markets (buying and selling) which take place every day; 2) A computerized system that will improve services to the community; 3) Computerized systems that will increase



organizational efficiency; and 4) Collaboration with the private sector in revitalizing traditional markets. Meanwhile, weaknesses related to this third internal strategy include: 1) Limited quality of market management human resources; and 2) Limited quantity of market management human resources.

Similar to the previous opportunity weakness strategy, the strategy for procuring facilities and infrastructure that supports efforts to increase market fees and maintain the productivity of market traders is in conflict with the threat weakness strategy. The strategy in question is a strategy to revitalize the function of the market traders' association through cadre formation and education with the theme of using technology for the welfare of traders. Both the strategy for providing facilities and infrastructure that supports efforts to increase market fees and maintain the productivity of market traders as well as the strategy for revitalizing the function of market trader associations through cadre formation and education with the theme of using technology for the welfare of traders will overcome weaknesses in the form of limited quality of human resources for market managers and limited quantity of human resources for market managers.

d) Improvement of Market Fee Management by Prioritizing Socialization for Trader Education

The strategy for improving market fee management by prioritizing socialization for trader education is the final strategy located in the opportunity and weakness positions. The opportunities to be addressed through this strategy include: 1) The relatively stable number of traders in traditional markets; and 2) Public awareness of paying market fees. Meanwhile, the weaknesses to be addressed are twofold: 1) Limited budget for the rehabilitation/revitalization of physically damaged markets; and 2) Lack of socialization regarding regulations on the collection of applicable market fees.

There is a connection between the strategy of improving market fee management by prioritizing socialization for trader education and two strategies in the threat weakness position: 1) The strategy of balancing environmental planning budgets with market fee revenue to strengthen market management; and 2) The strategy of enforcing sanctions for fee violators to simultaneously socialize regulations on fee collection. This connection exists because both aim to address weaknesses such as the limited budget for the rehabilitation/revitalization of physically damaged markets and the lack of socialization regarding regulations on fee collection.

One of the weaknesses of the Bandung District Government related to market fee management is the need for management improvement in market fee management. One cause of this weakness is the inadequate quantity and quality of employees in the market management sector and those assigned to the markets (a.4).

Another factor contributing to the weakness in management implementation is inaccurate data on market fee potential, affecting the accuracy and precision in planning potential and targets for market fee revenue. The opportunity of the increasing number of traders, meaning an increase in market fee revenue, should be a crucial input in the market fee management process. It is only fair that market fee revenue is utilized equitably for environmental planning and the maintenance of facilities needed by fee-obligated individuals (traders) and buyers, providing comfort and safety in the market.

e) Utilizing Information Technology in Buying-Selling Activities, Public Services, and Organizational Management to Enhance Market Competitiveness

Now, moving on to the opportunity strength strategy. The first strategy in this position is to leverage information technology in buying-selling activities, public services, and organizational management to enhance market competitiveness. There are several opportunities and strengths from the TOWS matrix that this strategy aims to optimize. The identified opportunities are: 1) The continued existence of activities in traditional markets (buying and selling) that take place every



day; 2) Computerized systems that will improve services to the public; and 3) Computerized systems that will enhance organizational efficiency. As for the strengths themselves, they include the optimization of infrastructure, procedures, and technology supporting market management activities.

Similar to various previous strategies, this first opportunity strength strategy overlaps with the threat strength strategy in the TOWS matrix. The strategy in question is the optimization of human resources and budget to maintain the 3K for ensuring market conduciveness and productivity. The commonality between these two strategies in different positions is that both strive to develop one strength, namely the optimization of infrastructure, procedures, and technology supporting market management activities.

f) Planning and Implementing Partnerships with the Private Sector in Market Revitalization Programs

Next, the strategy involves planning and implementing partnerships with the private sector in work programs related to market revitalization. This second strategy, positioned as an opportunity strength strategy, focuses on developing opportunities through collaboration with the private sector in revitalizing traditional markets. The strength to be optimized by this strategy is the organization's vision and mission, as well as its duties and functions. Because both strategies emphasize the use of the strength of having an organizational vision and mission, as well as duties and functions, this second opportunity strength strategy is also related to the first threat strength strategy – the strategy of translating the vision and mission into work programs aligned with duties and functions to strengthen the organization.

The availability of private organizations that can collaborate with the government while still considering the well-being of the public and the productivity of the Market Management Division, which has been quite effective, along with local regulations governing the implementation of market fees, would strongly support collaboration with the private sector in fee collection and market fee management to enhance organizational effectiveness and efficiency.

Many regions can serve as references for collaboration with the private sector in tax and local fee collection and management. One of the closest regions is DKI Jakarta. DKI Jakarta has successfully collaborated with the private sector in managing parking services. This collaboration is considered successful because the burden on the local government has been reduced, revenue from the sector has increased, and the public is more satisfied due to significantly improved service quality.

Therefore, the Bandung District Government (facilitated by the Market Management Division) can conduct benchmarking with the revenue department in one of the cities in DKI Jakarta regarding collaboration with the private sector in collecting and managing local revenue.

g) Developing Computerized Administration and Management of the Organization for a Stable, Conducive, and Productive Market

The third and final opportunity strategy on the TOWS matrix is to develop computerized administration and management of the organization for a stable, conducive, and productive market. This strategy is associated with opportunities such as: 1) The relatively stable number of traders in traditional markets; 2) Public awareness of paying market fees; and 3) A conducive situation in traditional markets. It is also related to strengths such as: 1) Clarity of regulations regarding market fees; 2) Optimization of the quality and quantity of market management personnel; and 3) Oversight of the implementation and compliance with market fee regulations.

There is an overlap between the strategy of developing computerized administration and management of the organization for a stable, conducive, and productive market and two threat strength strategies, namely: 1) The strategy of advocating regular compliance with regulations to support legal enforcement against mandatory market fees; and 2) The strategy of optimizing human



resources and budget to maintain the 3K for ensuring market conduciveness and productivity. Both the strategy of developing computerized administration and management of the organization for a stable, conducive, and productive market and the strategy of advocating regular compliance with regulations aim to optimize the institutional legitimacy of market fee management, the clarity of regulations regarding market fees, and oversight of the implementation and compliance with market fee regulations. Meanwhile, the similarity with the strategy of optimizing human resources and budget to maintain the 3K for ensuring market conduciveness and productivity is the focus on optimizing the quality and quantity of market management personnel.

The strategy of developing computerized administration and management of the organization for a stable, conducive, and productive market is based not only on its connection with the previously mentioned TOWS matrix but also on scholarly literature supporting this strategy as a viable option to address strategic issues. David Boddy and Nicky Gunson (2022) argue in their book titled "Organizations in the Network Age" that computerization of administration is essential and should be developed for organizations. This is because computers are not only becoming more sophisticated and affordable but are also increasingly interconnected (Boddy & Gunson, 2022).

Furthermore, Boddy and Gunson (2022) add that with the connectivity in computerized management systems, it will lead to more active performance by the organization itself. According to them, this will be particularly evident in the matter of correspondence regularly conducted by an organization to manage internal and external affairs (Boddy & Gunson, 2022). The scope of the mentioned correspondence in their book includes various types such as: 1) invitation letters; 2) circular letters; 3) orders; 4) requests; and 5) other letters. When correspondence activities are more proactive both internally and externally, there will also be positive projections for the organization's sustainability, especially in terms of coordination (Boddy & Gunson, 2022).

However, Boddy and Gunson (2022) also state that effective computerization of administration and management is not easy. This is due to the fact that humans, in this case, organizational personnel, need to adjust or adapt to the ongoing transformation (Boddy & Gunson, 2022). Budget considerations for training to achieve skilled human resources in computerized administration and management systems need to be carefully allocated (Boddy and Gunson, 2022). The presence of these factors makes the first internal strategy, "Developing computerized administration and management of the organization for a stable, conducive, and productive market," a priority. Besides being closely related to the internal organization and in line with technological developments, the implications of this strategy can fundamentally support the organization's sustainability.

CONCLUSION

A partnership with the private sector can be defined as an agreement initiated by one party, inviting a private entity to present, create, or develop infrastructure or services that were traditionally provided solely by government entities. The infrastructure or services involved can encompass various types, including power plants, schools, roads, and markets. The strategy for planning and implementing partnerships with the private sector in work programs related to market revitalization can be executed by focusing on several key aspects. These include:

- a) Developing a clear, accountable, and legally legitimate partnership plan with the private sector for market revitalization, aligning with existing laws and regulations, and supported by competent personnel.
- b) Ensuring that local government entities are well-informed and aware of the comparative benefits and risks associated with initiating partnerships with the private sector.
- c) Seeking consultation with experts, especially those with backgrounds in social science, political science, and legal science. This is particularly important in designing partnership schemes with clearly defined



roles and responsibilities, ensuring the mutual commitment of both local governments and private companies.

- d) Considering periodic evaluations over time, extending from at least one market revitalization project to the next. This is essential to gain integrated insights and lessons learned, facilitating the initiation of future partnership planning with the private sector.

CONFESSION

The novelty of this research is intricately linked to the financial support extended by the Dean of the Faculty of Social and Political Sciences at Pasundan University. Simultaneously, the Dean provided valuable corrections to the research road map concerning organizational theory, particularly in the realm of institutional strengthening, as mandated by the Public Administration study program. This research explores development planning in areas affected by the post-COVID-19 PANDEMIC through organizational strategies. These strategies aim to bolster the preparation of road map plans, incorporating the formation of transactional collaborations between stakeholders. These collaborations are seen as potential active support in ensuring the sustainability of regional economic activities.

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Other Reading Resources

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