

## **What are an Effective and Efficient Organizational Structure and Job Description for Traditional Markets? Phenomenological Studies**

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**Abstract.** How management manages operational daily will support the traditional market success. The lack of clear organizational structure and job description become one of the most causes of the underdeveloped traditional market rather than the modern market. This study suggests an effective and efficient organizational structure and job description for the traditional market. This research was developed based on the phenomenology approach by gathering opinions from traditional market managers and experts in market governance. This study provides the ideal organizational structure in market management, divided into three major parts: the revenue administration section, the cost administration section, and the security and cleaning section. This study provides implications for traditional market managers in applying the organizational structure and job descriptions generated.

**Keyword.** organizational structure; job description and traditional markets

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### **INTRODUCTION**

The era of globalization has caused significant changes in business processes, where changes in these business processes have caused the flow of goods and services to develop quickly and easily. These changes cause changes in people's behavior related to their economic activities, including people's behavior in terms of shopping or fulfilling their needs. So, there is a change in behavior in meeting the needs of his life. Today, most of almost all walks of life use information technology to carry out economic transactions, both buying and selling merchandise. The growth of markets or places to shop online has an impact, especially on the existence of traditional markets. Apart from traditional markets, other concrete markets (real markets) are also affected. This impact has caused many marketplaces, whether in malls, to reduce their market share, especially in traditional markets.

The existence of traditional markets has an important role in a region's economy, where the market becomes a medium for buyers and traders to meet. Minister of Trade (Mendag) Agus Suparmanto said the number of traders in the market decreased by 29%. The outbreak of the Covid-19 virus has made the market decline. From 285 regencies/cities, it was explained that the number of traders in the traditional market decreased by an average of 29%. Sales also fell by an average of 39% due to the lack of buyers during Covid19 in Indonesia (Lokadata, 2020). One of the traditional market consumers has turned into virtual/modern market consumers due to the covid pandemic. Online shopping is an alternative to meet needs because it is more practical and safe. Even if it is necessary to go to the store directly, these consumers prefer to visit modern markets because they are considered more obedient in implementing health protocols (Kontan.co.id, 2021)

Local governments have a role in providing public services, both places for the public, including in traditional markets. The regulation of government relations with the community can be a service process regulated through the public service law as regulated in Law no. 25 of 2009 concerning Public Services. The rules for organizing traditional markets are also regulated in the Regulation of the Minister of Trade of the Republic of Indonesia

Number: 70/M-Dag/Per/12/2013 concerning Guidelines for the Arrangement and Development of Traditional Markets, Shopping Centers and Modern Stores. It has a responsibility to maintain the existence of the traditional market/traditional market. When this existence is threatened, it could impact the regional economy. It is undeniable that its presence in addition to improving the regional economy can also improve the welfare of the surrounding community whose livelihood is from trading and becoming a supplier.

The public's interest in virtual markets/modern markets is due to the lack of services provided or served in traditional markets. Such as the lack of cleanliness in traditional markets that make it seem like dirty/slums, lack of governance that makes the market look like a mess/chaotic, and it is difficult for consumers to find "quality" products caused by improper zoning or zoning regulations still lacking good, and also the lack of relevant trader education in inventory management. So, inventory that rots quickly is easily damaged, is not maintained, and is not maintained so that the quality of the goods is not good. For example, vegetable traders do not provide a cooler/refrigerator to store vegetables, which causes the quality of vegetables to decline or spoil quickly. Then, public facilities are very minimal in terms of parking, prayer rooms, ATMs, and even toilets whose facilities are still lacking, making consumers or traders uncomfortable. These factors make consumers move to virtual markets/modern markets, which have better and more complete facilities than traditional markets.

One of them is how the government can develop an ideal work tool/organization in market management. The role of local government is very important in managing traditional markets. Not all traditional markets are governed by the Regional or Regency/City Governments. But there are also traditional markets operated by/owned by the community, which is managed by the village. Since the village carries out the management, the local government intervention is not too much. The condition may be that currently, the Human Resources (HR) in the management of an organization or entity managed by this village is still in the process of being reorganized. So this causes a lot of village market management that is not following the expectations of the village government itself, as reported in the *Bisnis.com* news article (2015), which explains that the Cirebon Regency Government will take over in the management of the Tegalgubug Market, which the village government previously managed.

Therefore, a complex understanding of the village apparatus is needed to match the needs and objectives to be achieved from the existence of the traditional market. The important thing in management is establishing an organizational structure as the main step after setting goals. Then it will be linked to the needs of the existing organizational structure within the company that is needed to achieve what market goals are. The organizational structure of profit-oriented entities is relatively easy to make, but for non-profit entities, it is very important to think about it due to limited resources. In contrast, mapping from the organizational structure to the job desk is very important for achieving its main goals. But sometimes, this is often neglected so that many traditional markets cannot provide top service to their stakeholders. In this case, stakeholders can be the community, traders, local government.

Moreover, there are not many previous studies that examine the traditional market. The researcher team has previous research entitled "The Role of Education on Green Investment in Market Governance" (Purnomo et al., 2018) and "Developing Traditional Market Standard: A Socio-Economics-Environment Approach" (Supriatono Purnomo et al., 2016). In those previous studies, the daily governance of a traditional market has not been analyzed. Whereas, during direct discussions with the perpetrators, it was found that many

problems were caused by the absence of an organizational structure and clear job descriptions. Therefore, this research aims to explore more deeply how the ideal organizational structure and division of tasks in a traditional market can be competitive in the region. This research is important because of the existence of this traditional market which contributes a lot to society. Even the traditional market is still quite necessary for improvement. Still, its existence has many differences that may not be found in modern markets. Some examples are a sense of kinship, bargaining which, according to Indonesians, is an added benefit when the community can have better interaction. Based on this, the research title is "**How is the Organizational Structure and Job Description-Effective and Efficient in Traditional Market Management? Phenomenological Study of Traditional Markets**".

Understanding the market, in general, is a place where traders and buyers meet to make a demand and supply of goods or services. According to (Ma'ruf, 2006), the market has three meanings: the market in the sense of "place", a meeting place for sellers and buyers. Second, the market in the purpose of "demand and supply interaction" is no longer only in the form of existence between sellers and buyers. Still, there is an activity of demand and supply of goods and services. And the third is the market in the sense of "a group of community members who have needs and purchasing power", this understanding refers to two terms, namely needs and purchasing power. So the knowledge of the market from the three meanings is an individual or group of people who need or want an item or service and the ability to buy.

Peraturan Menteri Perdagangan Republik Indonesia Nomor: 70/M-Dag/Per/12/2013 article 1, clause two it is stated that the market is an area where the sale and purchase of goods with the number of sellers is more than one, both referred to as shopping centers, traditional markets, shops, malls, plazas, trading centers or other designations.

Traditional Market is a market built and managed by the Government, Regional Government, Private, State-Owned Enterprises and Regional-Owned Enterprises including cooperation with the private sector with business premises in the form of shops, kiosks, stalls, tents owned/managed by small, medium-sized traders, non-governmental organizations or cooperatives with small-scale businesses, small capital and with the process of buying and selling merchandise through bargaining (Supriatono Purnomo et al., 2020). Another definition of the market is an operation that can bring together sellers and buyers to process goods and services transactions in the form of production and price determination (Aliyah, 2020).

The function of traditional markets is to centralize and regulate individuals or groups of people who participate and solve a problem that provides and provides various facilities needed (Abdullah, 2006). According to (Fuad, 2000), the market has at least three main functions: the distribution function, the price formation function, and the promotion function. As a distribution function, the market acts as a distributor of goods and services from producers to consumers through buying and selling transactions. In price formation, the gathering of a large number of traders in one market, allows the determination of the average price of a commodity offered to the public, taking into account the factors of demand, supply, and fair competition. As a promotional function, the market can also be used to introduce new products from producers to potential consumers.

Organizational structure is a description that describes the type of organization, organizational departments, positions, types of authority of officials, fields and work relations, lines of command, responsibility responsibilities, the span of control, and leader system of the organization (Ratnasari et al., 2020). Organizational structure can be defined as a formal organizational framework in which work tasks are divided, grouped, and coordinated (S. Robbins & Timothy, 2008)

According to Kates & Galbraith (2007), the organizational structure is the process of reviewing and configuring individual or individual structures, processes, reward systems, and activities to create an effective organization that can achieve business strategy. More realistic goals in designing organizational structures that can affect the motivation and commitment of members to achieve organizational goals (Philip, 2000).

## METHOD

The cases in each traditional market will be different from one another. The context of each case causes the approach and the parties involved will be different. Therefore, a qualitative approach using specific sources is very suitable for this research. This study uses a qualitative method using a phenomenological study approach to the traditional market owned by the village government. It was conducted by interviewing three resource persons who are competent, relevant, and understand traditional market business processes. The resource persons are market managers, people with expertise in market accountability and governance, and parties in government financial management. The interview process was conducted in a semi-structured manner. Then, the interview results were grouped into several keywords. Among them are market problems, duties, responsibilities, and part of the traditional market. The data has been processed, then the results are identified based on these keywords. After that, triangulation techniques were carried out to verify the data by confirming each other between sources, such as source A compared to source B. So that one conclusion was obtained between these sources. Then verification between sources is also carried out with the results of studies or theories that are written. After that, the data display was carried out to obtain an overview of the interview results from each source.

Qualitative research is a scientific activity that systematically collects data, sorts it according to certain categories, and describes and interprets data from interviews, casual conversations, observations, and documents. The data can be in the form of words, photos, photos and meeting notes, etc. (Manab, 2015).

## RESULTS AND DISCUSSION

### Result

This study aims to find out how the organizational structure and job descriptions or duties and responsibilities in traditional markets belonging to the village government are effective and efficient. Interviews were conducted with three sources who have expertise in market management, market accountability and governance, and government financial management. After that, semi-structured interviews were conducted to explore how the organizational structure and duties of authority and responsibility must be formed and must exist in a traditional market. The results of the interview are as follows:

**Table 4.1. Results of Interviews with Resource Persons**

Source person	Competency	Interview Result
#1	Market Manager	This traditional market is generally managed by a combination of officers appointed by the village, and there are also representatives from the city district government who supervise the market. Therefore, the main duties, authorities, and responsibilities are led by the Village Head. Then the

Source person	Competency	Interview Result
		<p>authority is given to the market manager to a special section responsible for managing the market. There is a village and district/city office manager for the market-related section. BUMDes/Village Owned Enterprises manage traditional markets in some areas. But some are managed directly by the village government.</p> <p>The management of this village market is still very simple, although the income potential/market potential is fairly good. Because villages manage many markets, one of them has a good location which can be a great asset because of its location in the middle of the city and easily accessible by residents.</p> <p>The problems that occur in market management in general are:</p> <ol style="list-style-type: none"><li>1. Viewed from the side of the trader's regulation, this becomes a big challenge for the manager. Because sometimes they think that this land has been bought and built by them that can be owned for life. This condition is different from the traders in the traditional market owned by the Regency/City government in that they buy land, but they have a limited time limit to control the asset. Sometimes, because this market is traditional, it is bought and passed down from generation to generation, making them feel that this land belongs to them for life.</li><li>2. Regarding payment problems from kiosk fees/stall rentals, especially for security management issues, cleanliness, and so on. When traders or kiosk users are charged an order fee, many traders do not give or do not give full, especially when there is a case of the covid-19 pandemic, which makes them experience a significant decrease in income which causes them to feel that they do not have to pay in full to market managers because they felt himself in trouble. Such understanding is still possessed by many of them.</li><li>3. The other problems are related to how the contribution is collected from the issue of withdrawal of fees, the difficult withdrawal of fees from traders. Not a few problems occur from collecting difficult dues related to administrative problems. Because the current system is not good/stable, some people take advantage of it for personal gain. Therefore, the existing management is not in line with the expectations of the village government</li><li>4. Another problem is in terms of market cleanliness. Cleanliness in the market is a major problem because people in the community often dispose of waste that should be household waste. Still, they take it to the market</li></ol>

<b>Source person</b>	<b>Competency</b>	<b>Interview Result</b>
# 2	Public Governance Expert	<p>to be disposed of at the same time in the market garbage dump. Meanwhile, the market manager has to pay rupiah, which may be higher if the amount of waste produced is greater, even though the market produces all the impure waste. But there is also household waste brought by the community to be disposed of in the market. This cleanliness is one of the problems that have a lot of costs that the market manager must incur.</p> <p>5. The next problem is related to the potential for income that cannot be optimally obtained, such as the availability of parking spaces. The roadside parking lot is managed by the Department of Transportation, which should be self-managing and generating revenue. However, due to the limited parking space in the market, there is no income from parking services.</p> <p>6. The problem in terms of security is relatively safe. However, there are still elements of theft that might cause losses to traders, which in the end, the manager has a moral responsibility that must be extra. At the same time, sometimes it is very minimal in terms of income.</p> <p>According to management experts/resource persons, these two traditional markets have unique characteristics that do not exist in modern markets. The uniqueness is that people can do what is called bargaining, interact more in a family manner, and not just buy and sell but can express themselves by asking questions like news to fellow traders or buyers or other things. These things, which may be slightly different from the modern market that already has a label, are served according to the same procedure even though some consumers have different needs. So maybe this is, according to some people, especially eastern people, something is missing because everything is standardized and procedural, which makes no sense of kinship.</p> <p>However, the modern market also has many advantages as well. Among these advantages are the first, the price is relatively low compared to traditional markets. However, there are still many modern markets whose prices are much higher than traditional markets. But for the virtual market, it could be cheaper. Then the second, another good side of the modern market which is a problem in traditional markets is the good quality of goods, which are indeed managed in such a way in stock. For example, buying/providing goods</p>

Source person	Competency	Interview Result
		<p data-bbox="600 277 1394 1111">following the existing capacity because if the goods are not sold out, the quality will decrease, and the goods will be damaged quickly. Then thirdly, how to display goods in modern markets is relatively easier because consumers can look for more references than shopping in traditional markets where sometimes the management is still not good enough. And also, when shopping at traditional markets, the system is merchants who serve consumers, so consumers have to wait. And the fourth is in terms of public facilities such as parking areas which are more comfortable even though they are paid, different from traditional markets where there is no time limit but the price charged does not increase. Then the aisles in the market are cleaner and brighter than traditional markets, which are sometimes muddy and dark. Then the third is that there are facilities such as ATMs that not all markets have. At the same time, many people reduce to use cash. In addition, facilities such as toilets and prayer rooms are considered very bad in traditional markets. So these things make people prefer the modern market to the traditional market. These factors are seen from the buyer's side.</p> <p data-bbox="600 1122 1394 1361">The market has two stakeholders, namely traders and buyers. Meanwhile, if viewed from the other side, namely that the market is also the stakeholder is the seller, where the market manager serves the seller. From the trader's point of view, sometimes they also have an obstacle or disappointment with market management services, this is because:</p> <ol data-bbox="628 1373 1394 2024" style="list-style-type: none"><li data-bbox="628 1373 1394 1621">1. Market rates that sometimes do not match their income. Because their daily income fluctuates, sometimes they get a lot of income, and sometimes they get a little income. Unequal market rates from one trader to another make them feel unfair. Like overhang traders who can earn more income, the market rate is cheap.</li><li data-bbox="628 1632 1394 1771">2. Minimal facilities cannot invite many buyers to attend. Because the market alleys seem cramped and smelly, muddy, parking is uncomfortable, mosque/mushola facilities and so on.</li><li data-bbox="628 1783 1394 2024">3. The next problem felt by traders is the manager, who lacks the initiative to invite buyers who enter the market. The manager should invite cooperation with Bulog, which may have been done but must be more intense, for example, by holding promotions. Or it can also work with big companies to capture their CSR, which can be an attraction so that they can be present in the market.</li></ol>

<b>Source person</b>	<b>Competency</b>	<b>Interview Result</b>
		<p>Therefore, based on various problems that arise and are faced. The organizational structure should also handle various problems/problems that arise. Such as problems that occur in terms of revenue management, cleaning, security, parking facilities, and other public facilities</p> <p>Minimal resources with the best service is a contradiction. Traders know that the market is said to have minimal resources but does not want too expensive tariffs. So the manager must think with existing resources or with the best service that can be provided with this position. Because of course, if you want the same service as the modern market, it's impossible because of the capacity of the existing resources.</p> <p>So, in general, the organizational structure may be divided into five parts, namely:</p> <ol style="list-style-type: none"> <li>1. Market leadership section. Market leaders have the most important duties and responsibilities, namely to ensure that the service process provided can run as it should. This service offers a place to gather traders and buyers who are part of the community. Market leaders must also manage this market by paying attention to various aspects of the income aspect and other aspects such as maintaining cleanliness, security and paying attention to factors such as the social environment arising from the impact market. So, it must regulate or anticipate the possibility of risks that occur due to social conflicts or things of an environmental nature. Then the market leader must also be able to manage risk to achieve the goals of the company/market well. Because there are so many things that may not be measured in material terms, it is necessary to look at the economic, social, and impacts.</li> <li>2. Revenue share. The main task of the revenue section is to be able to manage the company's income to be optimized so that this income can be used for operational costs in a company. The revenue section also focuses on managing income, both from receipts and recording and depositing. Then it can also bring order to the administration, especially for the possibility of receivables. Against</li> </ol>



Source person	Competency	Interview Result
		<p>income must be recorded or recorded properly to be billed in the future. Then the next task is to optimize various market revenues that the market may develop by paying attention not only from the economic aspect but also from the social and environmental aspects of the increase in income. The next task is to manage the possibilities of cooperation with third parties, which might get benefits that are considered beneficial for market stakeholders. And also, of course, have the duty to manage income and costs that will be incurred to produce good public services and do not lose or contribute to development in the village, which means efficient shopping. The revenue section or collection section may also be related to billing administration issues. Income can be obtained from the cooperation of third parties.</p> <p>3. The cleaning section. The most important point is the part related to hygiene issues. The task of the first cleaning department is to arrange a schedule and allocate human resources who will be the cleaning staff from various places. Then check that the cleaners in the field are carrying out their duties as well as possible. Then the third task is to arrange for the process of making waste to be carried out at the Final Disposal Site (TPA). The cleaning department must regulate the cleanliness of the surrounding environment, such as paying attention to facilities that can support health, for example, by checking whether there are trash bins available, whether the condition of the trash can is damaged or not, and so on. Then the cleaning department in the future must be able to manage waste which can generate income in the future. So, waste is not only disposed of in a landfill but also able to be organized so that it can bring benefits or benefits to the manager.</p> <p>4. Parking and security section. The task of the parking division is to be able to manage the parking area so that the income is recorded. Then it can be deposited directly to the treasurer, who will know the revenue from this parking. And also, ensure that security works according to working hours, so there is the scheduling of security departments around. This parking division must also regulate the land area, both in terms of the parking area and the type of vehicle, such as trucks or cars, motorbikes,</p>

Source person	Competency	Interview Result
		<p>or loading and unloading, which must be an effort to increase the income.</p> <p>5. Section general treasurer/head of the market. The duties and authorities of the treasurer are recording each receipt, depositing the receipt into cash, then budgeting costs, and issuing costs that are by what is set in the market budget. If there is income, it can be deposited to the treasurer/head of the market. Then the payroll for cleaning, parking, and security is managed separately from the revenue section.</p>
# 3	Governmental Finance Management Expert	<p>The third resource person who does have the ability or expertise in the field of market revenue analysis. He said that this market has potential income that can be optimized; these revenues are as follows:</p> <ol style="list-style-type: none"> <li>1. Potential market income can be obtained from the parking lot. So, you have to think about how parking management can be so that, for example, two-wheeled and four-wheeled ones must think about their placement to make it more comfortable. Then if the clock is applied in the use of parking lots, it can increase revenue because visitors may park for a long time, but the pay is still the same as people who park for a while.</li> <li>2. The third income is from loading and unloading. It must also be noted that loading and unloading are regarding hours or areas where there may be busy hours, it may be different from loading and unloading at other hours, it can be applied later, it can also be used to so many big cars, so small cars, this is also part of the income.</li> <li>3. Facilities such as public toilets can be used as income that may be greater or maximum because traders and visitors can also use this public toilet. Therefore, a voucher system can be applied for merchants, and then for visitors, it may be possible to pay directly. And the variation of the different things can also be set.</li> <li>4. Subsequent income can be obtained from billboards that provide facilities to parties who want to advertise. This is new market potential. Those who wish to use this facility can directly contact the market manager.</li> <li>5. For markets that can manage waste properly, it can be a source of income or netting income—for example, organic waste can be made into fertilizer and other benefits.</li> </ol>

Source person	Competency	Interview Result
		<p>From these potentials, the organizational structure must also consider the existence of a revenue division that has the duty and authority to manage these six things. Not only income from kiosks/stalls and so on. Because the income potential is also a lot and when it can be managed properly it will generate a large income. Then there should be a section for cleaning and security. The security and cleaning sections can be combined because the time is relatively the same. Except at night, not everyone cleaning is there. The cleaning and security section should be in one section, where the cleaning section is tasked with allocating how many people are needed, then the division of the area can also be done such as the west door area, east door, and so on. So, cleaning and safety are better put together.</p> <p>The treasury section is also needed to manage to spend. This section may be more of a market leader than a revenue department, which manages the abovementioned six things. Then the cleaning and security department will unite. Of course, each of these duties and responsibilities has to ensure the continuity of the existence of this market service. Of course, by paying attention to the welfare of the people in the surrounding environment and the comfort of the surrounding environment, the interest of market managers and market traders.</p> <p>Then the revenue section functions as managing income, optimizing revenue, and organizing for administration, both collection and receipt of cash deposited with the treasurer.</p> <p>And also, for the cleaning and security department, they must have a kind of division of tasks in cleaning and security, division of working hours, so that all areas can be clean and safe because of the guard.</p> <p>Then the treasurer in charge of the existing income is entered into the account, then recorded as revenue, and then when the expenditure will be obtained first authorization from the market leaders to be managed. This third resource person focused on market leadership, revenue department, cleaning and security section, and a special section for treasurers. Generally, the biggest expenditures are salaries for security cleaners and operational costs such as electricity, waste disposal costs, etc.</p>

## **Discussion**

This study aims to determine an effective and efficient organizational structure in traditional markets. Moreover, to figure out the duties of authority and responsibility of each section are. Based on the interviews conducted with the three resource persons, then verification was carried out among the three sources and linked the discussion with previous research studies. It states that the organizational structure within the organization is in the form of a market, or in this case, the market body is more inclined specifically to manage markets by the village the resources are less efficient. Those responsible for managing the market are as follows:

### **1. Market Manager**

In general, because this market belongs to the village, the authority of the leadership automatically becomes the right of the village, where it could be part of the business of the village-owned enterprises. The duties and responsibilities of market leaders are as follows:

- Of course, this market leader has the responsibility of administering the market/market services where this is certainly appropriate.
- Planning market operations, managing market finances as well as market administration or market operational reporting
- Controlling, evaluating the implementation of company operations
- Implementation of other functions assigned by the beloved village head/BUMDes/office head/regional head

### **2. Revenue Section and Cooperation Section**

In the revenue and cooperation section, the functions are as follows:

- Performing revenue budgeting and also evaluating the realization of income
- Revenue recording and administration and revenue collection
- Regularly deposit income (all types of income) to the treasurer and prepare regular income receipt reports.
- Optimizing revenue potential. Such as income from kiosks/stalls, cooperation/potential for CSR from other institutions, parking, loading and unloading, cleaning, public toilet facilities, advertisements/billboards, efficient waste management.
- Prepare attendance reports as a source for recording salaries.

### **3. Cleaning and Security Departement**

The functions of the cleaning and security department are as follows:

- Carry out thorough and regular cleaning efforts by dividing hygiene/security human resources into several zones or work areas, such as the west zone, east zone, north zone, and south zone.
- Carry out supervision of activities, order, and cleanliness of the market.
- Ensure cleaning facilities such as trash cans and cleaning tools that can support tasks and responsibilities.
- Prepare reports related to the implementation of the duties of each HR in the section as the basis for recording salaries.

4. Treasurer Section

The functions of the treasurer are as follows:

Menyusun anggaran belanja untuk penyelenggaraan pelayanan operasional pasar.

- Verify the presence/performance of duties from the income and security section as a maid in the preparation of salaries
- Receive a recap of income deposits from the revenue section to record and prepare periodic income and expense reports.
- Make expense vouchers for salary expenses verified by the market head, and then the cash is issued according to those verified.
- Make spending vouchers for other costs verified by the head of the market, and then the cash is issued according to those that have been verified.

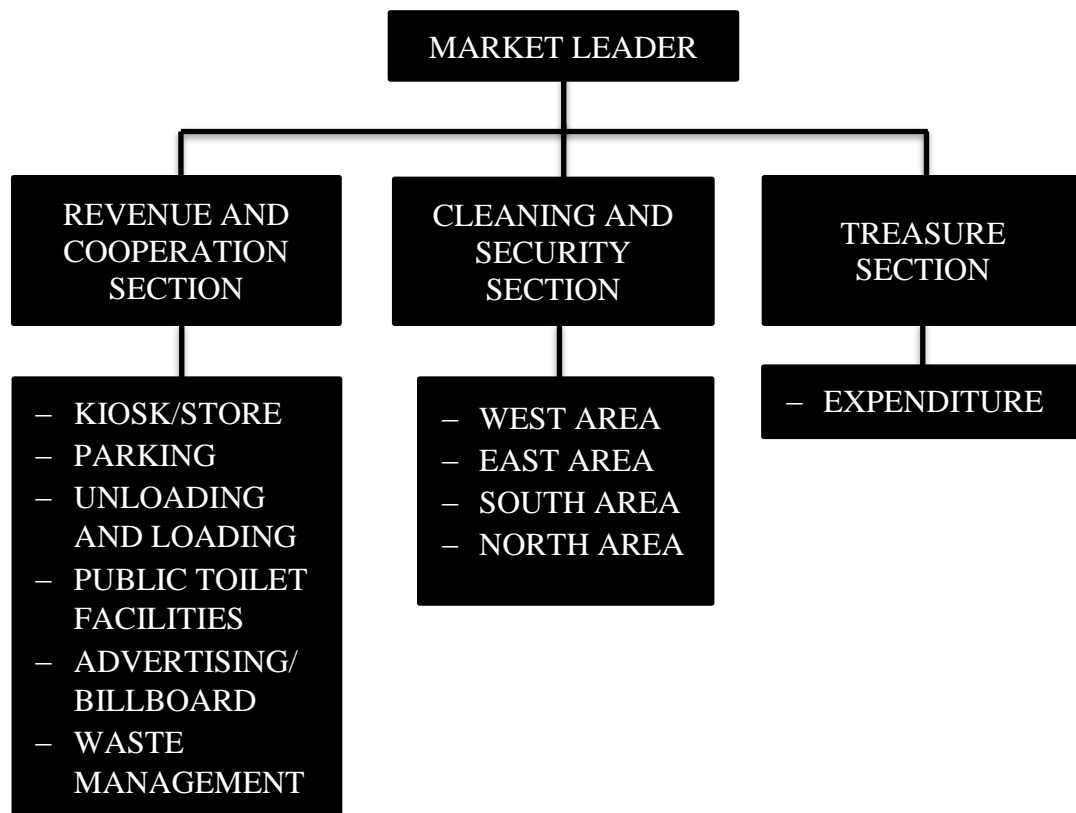


Figure 4.1. Proposed Flowchart of Traditional Market Organization Structure

## CONCLUSION

### Conclusion

The traditional market is a market that needs to be preserved during the existence of modern markets and virtual markets. Because the traditional market has great social and economic benefits in a region's economy, this is due to the local wisdom culture that does

not exist in the modern market and the virtual market. However, the traditional market, which can be considered minimal in resources, certainly requires an arrangement, starting from understanding the organizational structure. With all the limited resources, an effective and efficient organizational structure can be divided into one leader from market management, revenue and cooperation, the cleaning and security department, and a treasurer for expenses. The duties of authority and responsibility must be determined so that each party can carry out its obligations to achieve a comfortable market and can provide the best service to the community.

Based on the results of the interviews, the ideal picture is obtained, as shown in Figure 4.1. This traditional market has regional contributions, as in research conducted by (Martini et al., 2019), (M. Dharma, 2016), and also in a study (Asih & Syarifudin, 2020), which discusses local revenue derived from market contributions. This research follows what informants conveyed: resource 1, resource 2, and resource 3. Therefore, the management of this market must be carried out as well as possible to ensure the market's sustainability. Although this market can have decreased from its dimensions, it has advantages such as being local and able to bargain. There is a family basis that will not be found in other markets. These things can become the characteristics of eastern society, and this is something good and needs to be preserved. Due to limited Human Resources (HR), there is often some abuse due to an opportunity in poor internal control. So based on information from resource person 1, it is necessary to organize the market. According to resource person 2, this arrangement can start from preparing the organizational structure, increasing the capacity of human resources to optimize revenue, and of course, cost-efficiency. The same thing was also expressed from the third informant, that the market can progress not only from the manager's role. However, it must also involve stakeholders, including the central government, surrounding communities, supplier entrepreneurs, and so on. Because of course if the manager hopes from the village budget or other general income, it may not be feasible to be able to provide good service. One way is to collaborate with other parties such as third parties to find CSR (Corporate Social Responsibility) funds that can be developed to manage this traditional market. The development of a proper market does require a large investment and this needs to be carried out (an in-depth feasibility study) to ensure that the priority can be profitable and pay attention to various things, both from the economic side, social side, and also from the environmental side. When investing, you must pay attention to sustainable aspects from financial, social, and environmental perspectives.

Then other problems based on the perspective of the first informant, the market problem is the facilities that do not support to provide good service, one of which is the cleanliness factor which is still very minimal. The waste that is transported to the landfills is not purely the result of waste management in the market, but there is a lot of household waste. Many people throw their household waste into the market, even though they have to pay a certain amount of money for the waste it produces. Awareness from various parties is needed that this waste is a common problem, which may require an understanding that personal or household waste should not be used as market waste. Because it can burden market managers and in line with what was conveyed by resource person 3, that what is called waste is not a management problem alone, but it is a common problem. For example, when market managers have implemented hygiene, traders and consumers have not implemented it. Research conducted by (Azmiyah, 2014) discusses the planning of an integrated waste management system in the vivid market area of Pontianak city. And also, a study from (Kusuma Wardany et al., 2020) discusses the function of the waste bank, namely as a distribution of waste obtained according to needs and providing additional economic

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benefits for the community. The community needs to change this mindset so that traders, buyers, and managers can carry out waste management or manage waste properly. It can also provide a comfortable market and possibly increase revenue.

### **Recommendation**

- This research has implications for market managers for developing traditional markets' organizational structures, which do not yet have a qualified organizational structure. It is necessary to carry out such a division of tasks.
- This research also implies that market issues related to sustainability, cleanliness, and so on are not only the task of market managers. It also requires more stakeholders to develop the market jointly.
- This research uses a qualitative study on markets managed by BUMDes or villages; therefore, the description is only relative to markets with these characteristics. It may be possible to develop a view of traditional markets managed by local governments or traditional markets operated by the private sector for further investigation.

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