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Factors Influencing the Implementation of the Modern-Based Traditional Market Concept in Teluk Kuantan Market, Kuantan Singingi Regency, Indonesia

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Abstract

Traditional markets remain an important component of regional economic development because they provide trading space for micro, small, and medium enterprises while supporting community economic activities. To improve competitiveness, the Government of Kuantan Singingi Regency developed the Teluk Kuantan Modern-Based Traditional Market. However, the implementation of the modern market concept has not yet been fully realized due to several managerial and institutional constraints. This study aims to analyze the factors influencing the implementation of the modern-based traditional market concept at Teluk Kuantan Market using the implementation framework proposed by M. Audina (2021). The research employed a descriptive qualitative approach. Primary data were collected through field observations, in-depth interviews with the Department of Cooperatives, Small and Medium Enterprises, Trade and Industry (Diskopdagrin), market managers, traders, and visitors, while secondary data were obtained from institutional documents and relevant literature. The findings indicate that communication has been implemented through routine socialization and direct information delivery, although compliance among traders remains limited. Resource availability generally supports market operations; however, budget constraints, limited personnel, and inadequate facility maintenance reduce implementation effectiveness. The disposition of implementers demonstrates commitment toward market modernization, although consistency in enforcing regulations still requires improvement. Meanwhile, the bureaucratic structure has established clear institutional responsibilities and inter-agency coordination, although supervision in the field should be strengthened. The study concludes that successful implementation of a modern-based traditional market requires not only adequate physical infrastructure but also effective communication, sufficient resources, strong commitment from implementers, and well-coordinated institutional governance.

Keywords: *Policy implementation, traditional market, market modernization, market governance, Teluk Kuantan.*

Introduction

Traditional markets are one of the economic infrastructures that have a strategic rolein supporting community trade activities and becoming the main driver of the local economy. In addition to serving as a meeting place for sellers and buyers, traditional markets are also a space for

the development of micro, small, and medium enterprises (MSMEs) that contribute to increasing community income and labor absorption. However, the development of modern markets that offer more complete facilities, a more organized management system, and more convenient services has increased competition so that traditional markets are required to adapt through improving the quality of management without losing their traditional characteristics.

As a form of effort to increase the competitiveness of traditional markets, governments in various regions have implemented programs to revitalize and modernize people's markets. The concept of a modern-based traditional market not only emphasizes physical development in the form of providing permanent buildings, stalls, parking areas, sanitation, and other supporting facilities, but also includes the implementation of better governance, improving service quality, utilizing technology, strengthening institutions, and increasing comfort for traders and visitors. Thus, the successful implementation of the concept is highly dependent on the government's ability to manage all supporting aspects in a sustainable manner.

The Kuantan Singingi Regency Government has built a Teluk Kuantan Modern-Based Traditional Market as one of the efforts to improve the quality of trade services in the region. This market is equipped with various facilities such as permanent buildings, stalls, los, parking areas, prayer rooms, toilets, drainage systems, and other supporting facilities. However, based on the results of field observations, various problems are still found, including there are still traders who sell outside the stalls that have been provided, the use of stalls that have not been maximized, parking management that has not been organized, the cleanliness of the market environment that has not been maintained consistently, and the widespread implementation of the digital payment system. This condition shows that physical development alone is not enough to realize a modern-based traditional market if it is not supported by effective policy implementation.

Various previous studies have mostly discussed the revitalization of traditional markets from the aspects of physical development, economic improvement, and policy evaluation in general. However, research that specifically examines the factors that affect the implementation of the concept of a modern-based traditional market based on the perspective of policy implementation is still relatively limited, especially in the people's market in Kuantan Singingi Regency. Therefore, this study has novelty by analyzing the implementation of the concept of a modern-based traditional market through four implementation factors proposed by M. Audina (2021), namely **communication, resources, disposition, and structure**

bureaucracy. These four factors are used to identify various aspects that support or hinder the successful implementation of the concept of a modern-based traditional market in the Kuantan Bay Modern-Based Traditional Market.

Research Methods

This study uses a descriptive method with a qualitative approach. This approach was chosen because the research aims to understand in depth the factors that affect the implementation of the concept of Modern-Based Traditional Markets in Kuantan Bay based on actual conditions in the field. The qualitative approach allows researchers to obtain direct information about the policy implementation process, the obstacles faced, and the role of various parties in supporting the successful implementation of the modern market-based market.

The location of the research is in Teluk Kuantan Modern-Based Traditional Market located in Beringin Taluk Village, Central Kuantan District, Kuantan Singingi Regency. This market was built by the Kuantan Singingi Regency Government as one of the efforts to improve the quality of community trade facilities through the concept of a traditional market that is more organized, comfortable, and has adequate supporting facilities.

The data collection in this study consisted of primary data and secondary data. Primary data was obtained through direct observation of market conditions and in-depth interviews with parties related to market implementation, namely the Office of Cooperatives, Small and Medium Enterprises, Trade and Industry (Diskopdagrin) of Kuantan Singingi Regency as policy implementing agencies, market managers, traders, and market visitors. Secondary data was obtained through agency documents, market master plans, market profile data, regional regulations, and literature related to policy implementation and traditional market management.

Data analysis was carried out using the Miles and Huberman interactive analysis model which consisted of three stages, namely data reduction, data presentation, and conclusion drawn. The data from interviews and observations are categorized based on policy implementation factors according to M. Audina (2021), namely communication, resources, disposition, and bureaucratic structure. Furthermore, the results of the analysis were used to determine the supporting and inhibiting factors in the implementation of the concept of the Teluk Kuantan Modern-Based Traditional Market.

Results and Discussion

1. **Overview of Traditional Market Based on Modern Teluk Kuantan**

Teluk Kuantan Modern-Based Traditional Market is one of the trading facilitieswhich was built by the Kuantan Singingi Regency Government as a form of improving the quality of the people's market. This market is located in Beringin Taluk Village, Central Kuantan District, with a land area around ±8.6 hectares. The construction of the market was carried out in 2014 and began operations on July 10, 2019.

Based on data from the Kuantan Singingi Regency Diskopdagrin, this market has as many as 646 units of business premises consisting of stalls and los. Of these, there are 340 traders actively selling, while 306 units of business premises have not been actively utilized. Market management is carried out by the Market Management Unit under the Kuantan Singingi Regency Diskopdagrin.

The initial concept of market development was directed as a modern-based traditional market with the provision of facilities such as permanent buildings, kiosks, wet lots, parking areas, prayer rooms, toilets, drainage, and other supporting facilities. However, in its implementation, there are still several problems that cause the concept of market modernization to not run optimally.

1. **Factors Influencing the Implementation of the Concept of Modern-Based Traditional Markets**

This study uses four factors of policy implementation according to M. Audina (2021), namely communication, resources, disposition, and bureaucratic structure. The four factors were analyzed to determine the conditions for the implementation of the concept of the Kuantan Bay Modern-Based Traditional Market.

1. **Communication Factors**

Communication is an important factor in policy implementation because it is related to the delivery of information, policy objectives, and the understanding of implementers and target groups of the program being implemented. The success of implementation is greatly influenced by the extent to which information about policy rules and objectives can be received by the parties involved.

Based on the results of the research, the communication factor in the implementation of Teluk Kuantan Modern-Based Traditional Market has gone quite well. The Kuantan Singingi Regency Diskopdagrin together with market managers have delivered information to traders through socialization and direct communication activities in the market environment. Socialization is carried out periodically, especially related to the rules for the use of market facilities, traders' obligations, payment of levies, and the arrangement of trade activities.

However, in its implementation, obstacles are still found in the form of a low level of compliance of some traders with the rules that have been submitted. Some traders still chooseSelling outside the kiosk or los area that has been provided on the grounds that the location is easier for buyers to reach. This condition indicates that the delivery of information has been carried out, but a change in the behavior of traders has not been fully achieved.

Thus, the communication factor has supported the implementation of the modern market-based concept, but there is still a need to increase the intensity of persuasive communication and supervision of the implementation of market rules.

1. Resource Factor

Resources are an important factor because the success of policy implementation does not only depend on rules, but is also influenced by the availability of human resources, budgets, facilities, and other supporting facilities.

The results of the study show that resources in the management of Teluk Kuantan Modern-Based Traditional Market have been available, especially in the form of physical facilities such as kiosks, lots, toilets, prayer rooms, parking areas, and market utility networks. The local government has also provided a market management unit responsible for market operations.

However, there are still some limitations that affect the implementation of the market modernization concept. Budget limitations cause the maintenance of facilities to be carried out optimally. In addition, the limited number of market management officers has caused supervision of traders' activities, cleanliness, and market order to not run optimally.

Other problems were found in the condition of supporting facilities, such as inconsistent waste management, several facilities that require maintenance, and the unavailability of digital payment systems such as QRIS which is one of the indicators of the modern market.

Based on these conditions, the resource factor is in the category of being quite good, but still needs improvement, especially in the aspects of facility maintenance, provision of managers, and budget support.

2. Disposition Factors

Disposition is related to the attitude, commitment, and willingness of policy implementers in implementing programs. The attitude of the implementer greatly determines the success of the implementation because a good policy will not run if it is not supported by the commitment of the implementer.

Based on the results of the research, the local government through the Diskopdagrin and market managers showed commitment to implementing the concept of the Teluk Kuantan Modern-Based Traditional Market. This can be seen from the efforts to market management, provision of facilities, regulation of traders, and the implementation of market maintenance activities.

However, in the implementation in the field, there are still obstacles in the form of inconsistent application of rules to traders who do not follow market regulations. The presence of traders who sell outside the designated area shows that supervision and enforcement of rules still need to be strengthened.

Thus, the disposition factor can be categorized quite well because there is a commitment from the implementing party, but it is necessary to increase firmness and consistency in the implementation of policies.

1. Bureaucratic Structure Factors

The bureaucratic structure is related to the division of tasks, work mechanisms, and coordination between organizations in the implementation of policies. A clear bureaucratic structure can help ensure that each party understands its responsibilities in program implementation.

The results of the study show that the bureaucratic structure in the management of the Kuantan Bay Modern-Based Traditional Market has been running well. Market management is under the authority of the Diskopdagrin through the Market Management Unit which has the task of regulating operations, services, and supervision of market activities.

Coordination between the local government and market managers has been carried out in supporting the implementation of market activities. However, this coordination still needs to be strengthened, especially in field supervision, control of traders' activities, and improving the quality of market services.

Thus, the bureaucratic structure factor is a factor that supports the implementation of the concept of a modern-based market because it already has a clear division of tasks, although it still requires increased coordination and supervision.

1. General Discussion

Based on the results of the research on the four factors of policy implementation, it can be seen that the implementation of the Kuantan Bay Modern-Based Traditional Market concept has been running, but has not fully achieved the goal of market modernization.

Communication factors, resources, and disposition are in good condition, while the bureaucratic structure is in good condition. These four factors are interrelated in determining the success of implementation. The delivery of clear information needs to be supported by adequate resources, the commitment of the implementer, and an organizational structure that is able to carry out supervision in an ongoing manner.The findings of the study show that the physical construction of the market has provided the basis for the application of the modern market concept, but the success of the modernization of the market is not only determined by the existence of the facilities. Aspects of management, trader discipline, facility maintenance, service, and community involvement are important factors so that the market can function according to the planned concept.

Conclusion

Based on the results of research on the factors that affect the implementation of the concept of Modern-Based Traditional Markets in the Modern-Based Traditional Market of Kuantan Bay, Kuantan Singingi Regency, it can be concluded that the implementation of the concept of a modern-based market has been carried out through various efforts of the local government in providing facilities, market management, delivering information, and regulating trade activities. However, in its implementation, there are still several obstacles found so that the concept of market modernization has not fully run in accordance with the planned goals.

Based on the communication factor, the delivery of information about market rules and management has been carried out by the Kuantan Singingi Regency Diskopdagrin and market managers through socialization activities and direct communication with traders. However, there are still some traders who do not fully understand and comply with the rules of the market, such as still carrying out trading activities outside the area that has been provided.

In terms of resources, the availability of physical facilities and market support facilities has supported operational activities, such as kiosks, sheds, toilets, prayer rooms, parking areas, and other utility facilities. However, budget limitations, the number of managers, and the maintenance of facilities are still obstacles in realizing a more modern and sustainable market management.

In terms of disposition factors, local governments and market managers show commitment to implementing the concept of a modern-based traditional market. This can be seen from the efforts to manage facilities and implement market services. However, consistency in the implementation of rules and supervision of traders' activities still needs to be improved so that the implementation of policies can run more effectively.

In terms of bureaucratic structure, the division of duties and responsibilities between the Kuantan Singingi Regency Diskopdagrin and the Market Management Unit has gone well. A clear management structure is a supporting factor in the implementation of a modern market-based market. However, coordination and field supervision are still needed

strengthened to ensure that all aspects of market management run in accordance with the planned concept.

Overall, the implementation of Teluk Kuantan Modern-Based Traditional Market concept is influenced by the linkage between communication, resources, disposition, and bureaucratic structure. The success of market modernization does not only depend on physical development, but also requires consistent management, the involvement of traders and the community, improving the quality of services, and strengthening institutions so that the market can develop as a comfortable, orderly, and competitive center of regional economic activity.

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