

## **Implementation of Policy Structuring And Development of Tourism Destinations of Public Company Area Services Area, Malang Regency (Study of Dewi Sri Traditional Tourism Market)**

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### **Abstract**

*The background of this study is the efforts in market management made by the local government of Malang Regency in an effort to meet the standards and convenience for transactions of traders and buyers in the market, as well as to improve the community's economy so as to have a positive effect on the well-being of Malang's residents in particular. Pujon District in the realm of economics. In this situation, problems develop due to the absence of a clear legislative basis for tourism market management, the lack of public awareness of attempts to preserve market infrastructure, and poor market management. The purpose of this study is to assess the execution of the policy of structuring and promoting traditional markets in Malang Regency in relation to the Dewi Sri Tourism Market. This research employs a qualitative descriptive methodology, and data is collected through observation, interviews, and recording. According to the study's findings, the implementation of structuring and fostering traditional markets has not been carried out optimally, as evidenced by the goals and objectives that have not provided clear policy directions, have not been supported by dependable and competent resources, and have not provided the industry with adequate guidance. devoted to optimizing the usage of the Dewi Sri tourism market in Malang Regency as a tourism item. Conclusion: In this study, policy inhibition factors were caused by a lack of public awareness about cleanliness, the existence of multiple positions, and an employee recruitment process that had not been conducted professionally. Furthermore, traders and buyers required clear guidance regarding quality market management.*

**Keywords:** *Policy Implementation, Destination Tourism, Coaching, Traditional Market*

### **A. Introduction**

In the midst of the times and the demands for modernization in the increasingly rapid globalization era, economic growth will also increase as evidenced by the number of new businesses or emerging in the community. Where when viewed according to the class of service, the market can be classified into two, namely traditional markets and modern markets (Priatana & Supiandi, 2021). According to the Regulation of the Minister of Trade (PERMENDAG) No. 70 of 2013 regarding the arrangement and development of traditional markets, shopping malls, and modern businesses, this is one of the criteria used to enhance market quality.

The presence of a market is one of the most crucial factors in community buying and selling transactions since it provides a location for these activities as well as being one of the most tangible markers of community economic activity in a region (Ginting, 2018). In order to

realize sustainable spatial quality in accordance with the spatial plan, a control instrument is needed that covers all aspects of spatial planning (Ikmal & Alam, 2019).

The position of the role of traditional markets, if managed properly and properly, has the potential to not only promote, but also to significantly increase economic growth (Natsir, 2017). This happens because the presence of traders and porters and others will partially open up job opportunities (Toni, 2013). However, if we look at it together at this time where the existence of traditional markets is in a squeezed position (Iqbal, 2017) and threatened with the growth of modern markets and shops that are growing very rapidly (Ariani et al., 2018; Ariyani, 2019). This happens because traditional market conditions are generally not managed properly and so that they are increasingly unable to compete and can be forced by modern markets which are increasingly mushrooming (Basri, 2021).

To meet the standard of comfort for buyers and traders in order to stimulate the community's economy which has an impact on welfare (Nugroho, 2021; Supriyanto & Wahyudi, 2020), there must be an effort by the Malang Regency government in market management. Along with the demands of society and changes in civilization (Anggraini et al., 2017), lifestyle and times (Gufron, 2014), the existence of traditional markets must be immediately changed to a more modern and tourism-based market which is the demands and expectations of the community and the local government of Malang Regency. As it stands, coaching is an effort, action and activity that is carried out efficiently and successfully to obtain better results (Suwandi & Sutrisno, 2019).

If we look at the current conditions that the tourism potential and strategic position of the travel route traversed by the tourists (Aminah et al., 2022), the Pujon District, Malang Regency can be used as one of the reasons for the construction of artificial tourist objects such as the Dewi Sri Tourism Market. However, there is no clear legal basis for the tourism market building from the local government of Malang Regency.

The market, which was built in the Dewi Sri tourist market, has 84 stalls and is assisted by public facilities for the toilet building for places of worship which is expected to be a support for market progress, tourism and is expected to become a tourist destination. In carrying out its function to provide services, direction and education to the community as well as to traders, the work units on duty in the field are very low.

This proves that the implementation of the tourism market policy has not been implemented by considering existing procedures (Akib, 2010). "The implementation of the policy is an effort to guide the actions taken by stakeholders in order to achieve the success of the objectives of the policy" (Agustino, 2016).

There are several phenomena that occur from the results of observations of researchers in the field including: 1) conditions that are not orderly and orderly in the field, which is caused by the low understanding of traders regarding the rules for grouping merchandise 2) awareness of cleanliness in the market environment both by traders and market visitors, very low 3) coaching for traders to improve competence, very minimal 4) The tourism market development process cannot be optimally hampered because the main tasks and functions of managers have not been fully implemented.

## **B. Methods**

In this study, the type of research used is qualitative research (Supriyanto & Wahyudi, n.d.) with descriptive methods to explore in understanding the symptoms of structuring and fostering traditional markets in Pujon District, Malang Regency. Where the data sources used are primary data and secondary data, the primary sources are obtained directly through observations and interviews with the head of the Dewi Sri market unit, traders at the Dewi Sri tourist market, and visitors to the Dewi Sri Pujon tourist market. While the secondary data sources were obtained through documentation, literature and other supporting documents related to the policy of structuring and fostering traditional markets in Pujon District, Malang Regency. Data analysis used the Spradley Model with the stages of domain analysis (overview), examining the focus of the problem (taxonomy analysis), componential analysis (comparison), and analysis of cultural themes (looking for relationships and drawing conclusions).

## **C. Results and Discussion**

### **1) Policy Implementation**

The execution of a policy is determined by the policy's content and the circumstances of its implementation. The essential premise is that policy implementation can be carried out after the policy has been modified. The degree of policy execution will determine its effectiveness. Implementation of this policy is one part of the public policy process, regardless of whether it takes the shape of laws, statutes, judgements, regulations, or other legal products.

The researcher employs the theory of policy implementation by Donald Van Metter and Carl Van Horn (Agustino, 2016) since Van Metter and Van Horn's model is a top-down approach model. In the top-down method, policy execution is centralized and initiated by central-level actors, and choices are made centrally. Consequently, this model is deemed the

most appropriate for assisting researchers in resolving issues related to the implementation of government programs and explaining a number of indicators that support the implementation process.

a) Policy Size and Objectives

Here it can be measured by how many groups of traders who understand the grouping of existing merchandise, in accordance with the Regulation of the Minister of Home Affairs Number 70 of 2013. The results from observations of researchers in the field, the number of traders who understand this is very few so that most of the traders don't understand this. This becomes clearer when you see the way traders peddle their wares and the careless arrangement of their merchandise. It seems that the complexity arises because it is not in accordance with the arrangement that has been carried out by the market manager.

The existing Permendagri only explains the merchandise grouping system, not with market management. So for the application in the Dewi Sri Tourism Market, it is quite complicated because of the differences in the way of management with traditional markets in general. In addition, there is no reference or legal umbrella as a foundation in regulating market arrangements. The findings of researchers in the field also show that the lack of public facilities available in the market is not functioning as it should. Public facilities which are intended to provide visitor convenience are used as trading stalls for street vendors. Especially if we look at the availability of facilities for visitors with disabilities which are not maximized. Coupled with the parking lot arrangement model that is still not well organized. Most of the visitors are also very concerned about the model of the building which still looks old and shabby, so they hope that there will be a change in the destination as one of the tourism icons of the Malang district government.

b) Characteristics of the Implementing Agent if the Implementor

Additionally, the success of the policy implementation process is strongly reliant on the capacity to utilize existing resources. In terms of human resources, the Head of Unit Dewi Sri is accountable to Perumda Jasa Yasa, Malang Regency, in her capacity as a manager with direct field involvement.

The results of the findings of researchers in the field, the Director of Perumda Jasa Yasa, Malang Regency said that the condition of human resources in the Dewi Sri market work unit lacked employee criteria as in other institutions. This happens because the existing labor recruitment process is not based on clear rules and systems, where the selection is still based on kinship ties (political dynasties), so that the educational criteria

are not a reference. on duty, this happens because of the lack of employee competence and the lack of capability of the workers in the field.

In addition to HR issues, researchers also found financial resources to be one of the supporting resources related to finance or budgeting. Because, like it or not, these resources are a complicated issue to realize what the goals of public policy are intended to be.

In the implementation of this market revitalization program, the budget for the development of this market Perumda Jasa Yasa Malang Regency also experienced problems due to limitations and lack of available funding sources, so that it would be difficult to become the flagship program of "One of the mainstay units of Perumda Jasa Yasa". Implementing agencies in implementing agencies include formal and informal organizations that will be involved in implementing public policies. Based on observations made, the division of tasks and acceptance of responsibilities in market management is clearly visible in the line of authority as outlined in the organizational structure.

Meanwhile, the Director of Perumda Jasa Yasa is fully responsible to the Regent as the regional leader and implements, regulates and controls programs in the tourism sector and increases PAD in Malang Regency.

c) Attitude or Inclination

The acceptance or rejection of the implementing agency will have a significant impact on the success or failure of the implementation of public policy. According to Van Metter and Van Horn (quoted from Agustino, 2016) that there are several reasons why the goals of a policy are rejected by the people responsible for implementing the policy, namely the policy objectives that have been previously set that are contrary to the value system. executives, extra organizational loyalties, sense of self-interest, or existing and preferred relationships.

Based on this, the relevant agencies in terms of market management understand the applicable policies as evidenced by the communication and understanding of employees in the agencies and community groups involved.

d) Implementation Activities and Inter-Organizational Communication

Coordination between organizations is both a tool and the most important requirement for determining the success of policy implementers in accomplishing policy goals. Errors are reduced according to the level of coordination and communication between stakeholders involved in an implementation process. Errors are more likely to occur the less effectively parties communicate with one another.

According to Van Metter & Van Horn (quoted from Agustino, 2016), that the prospects for effective implementation are determined by the clarity of the stated measures and objectives and by the accuracy and consistency in communicating these matters. The greater the frequency and quality of coordination between the parties participating in an implementation process, the less the expected number of errors, and vice versa.

Based on the narrative of the Dewi Sri Tourism Market Implementing Unit employee regarding the communication that exists between organizations, he said that, "Regarding our communication is quite good, both between the Dewi Sri Implementing Unit and Perumda Jasa Yasa, as well as with the market association (Market Traders Association), because so far there has been no miscommunication between us" (Interview 08 December 2021, 10:15 WIB).

The communication that exists in the implementation of the policy on structuring and fostering the tourism market is quite good, in accordance with the results of statements from the speakers, they have in common that communication between existing units has been well established, coordination with stakeholders has also been going on since the tourism market came into effect.

e) Economic, Social, and Political Environment

In evaluating the effectiveness of Van Metter and Van Horn's policy implementation, it is vital to consider the amount to which the external environment is influenced by the economic, social, and political environment in promoting the success of the policy.

In the arrangement and development of the Dewi Sri market, it will also greatly impact the economic conditions of the existing traders, according to one of the traders who sells in the market, conveying that with the Dewi Sri tourism market, the income of traders can increase, although not so significantly, because market conditions are more favorable. comfortable, buyers also increase.

Meanwhile, for traders who sell outside (roadside) the condition of their merchandise is getting quiet, as a result of many consumers being uncomfortable because they have to park on the highway to cross is also difficult because of the busy traffic, they prefer to shop inside, this causes income traders selling outside have decreased.

One of the instruments of the social environment is the community. In this case, this research is a market visitor who is used as an instrument. Findings in the field from one of the visitors to the Dewi Sri Tourism Market said: "According to Mrs. Lastri, this market has a good geographic location, but unfortunately it is dirty and not well-organized. It is

hoped that this market can be managed better and professionally, so that visitors will more comfortable” (Interview with Ibu Dewi, December, 10:21).

From the statements of these visitors, it appears that cleanliness, tidiness and professional and good market management are the expectations of the people waiting for them as a measure of comfort for them when transacting and visiting Malang. So, with a clear legal umbrella, this market has become an icon of the Malang Regency Government's public service agency in the Pujon sub-district.

Perumda Jasa Yasa as a regional company owned by government agencies is one that is included in one of the political circles. According to Mr. Dwi Hari Cahyono's narrative, as the Director of Perumda Jasa Yasa, the Regent of Malang Regency fully supports the development and management of the Dewi Sri market, one of the units under the supervision of Perumda Jasa Yasa.

Based on the findings of this study, it can be clearly said that the political environment contributed to the success of this program. Because this program is also one of a series of Regional Medium-Term Development Plans or RPJMD Malang Regency and is an elaboration of the vision, mission and programs of the regional head of Malang Regency.

## **2) Inhibiting Factors for Structuring and Fostering Traditional Markets**

There are several factors that become obstacles in structuring and fostering traditional markets at the Dewi Sri Tourism Market as follows:

- a) Lack of understanding of traders on the rules for grouping traded goods in accordance with the Regulation of the Minister of Trade No. 70 of 2013.
- b) Market cleanliness is not maintained, people do not have awareness of the importance of good environmental hygiene to maintain shopping comfort.
- c) Coaching for traders is still lacking. Guidance in market management is certainly very important to be an added value for traders in increasing sales, without good guidance traders will not be able to compete with other modern markets universally.
- d) The main duties and functions of managers are still not carried out as well as possible, such as officers still do not understand the functions and duties of the organization, discretion due to leaders not having good relations with people who are supposed to carry out functions, having multiple positions due to lack of human resources, overlapping positions, and the recruitment process is not running effectively.

## D. Conclusion

From the analysis and discussion of the description above and from the results of research observations in the field regarding the Implementation of Policies for Structuring and Fostering Traditional Tourism Markets with Case Studies at the Dewi Sri Tourism Market, Malang Regency, researchers can draw the following conclusions:

1. Looking at the conformity with the Regulation of the Minister of Trade Number 70 of 2013, it is clear that the needs in the management of the tourism market have not been met, and that the policy of structuring and fostering the Dewi Sri Pujon tourism market still not yet reached the standard of the targets of the size and objectives of the policy.
2. The competence of the availability of existing Human Resources is still not as expected, in addition to the system of fatigue and development of traditional tourism markets that have not been implemented according to existing procedures, where the recruitment process and educational qualifications of employees have not guaranteed the availability of qualified and professional employees. Actually, in terms of the characteristics of implementing agents in the field, Coordination and Communication, in practice the communication process has gone well, where the coordination system with other agencies and other organizations that have also contributed has been run well.
3. The economic, social and political environment, the implementation of the arrangement and development of the Dewi Sri tourism market, the need for clear policy support as a legal umbrella for the implementation of the Samarang market arrangement, in the future it can become a tourism icon for Malang Regency and can be imitated by other traditional markets.
4. Stakeholder awareness of the importance of market cleanliness, lack of guidance from policy makers to the public regarding good market management is one of the inhibiting factors for implementation in the field coupled with unprofessional recruitment of market employees.

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