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MANAGEMENT STRATEGY OF KEWAPANTE TRADITIONAL MARKET, SIKKA REGENCY, EAST NUSA TENGGARA PROVINCE

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ABSTRACT

Kewapante Market is one of the traditional markets in Sikka Regency which has been operating for (10) ten years. However, in its development the Kewapante Market has not been running optimally. This can be seen from the market activity which is still empty of buyers and visitors. The formulation of the problem in this study is what strategy is appropriate in managing the Kewapante Traditional Market in Kewapante District, Sikka, NTT. Various strategies have been taken, but it is not yet known what strategies affect the management of this market. The research method used is descriptive qualitative analysis and SWOT analysis by looking at the internal (IFAS) and external (EFAS) Kewapante Traditional Market factors. The research results show that there are many threats in the management of additional markets. Therefore, need to take advantage of strength from an internal point of view. The strategy that must be applied in this condition is to use strength to take advantage of long-term opportunities by means of a diversification strategy (product / market).

Keywords: Strategy, Management, Traditional Markets

BACKGROUND

Indonesia has great potential as a country with a strategic area for the economy. Economic activities must be supported by market conditions that are able to answer all the needs of the community. Traditional markets originated from the barter system (exchange) of daily goods carried out by local people with Chinese sailors. Since then, traditional markets have become milestones in advancing and moving the people's economy as well as being a miniature of the social, cultural, and even political life of a society. The economic life of the people in East Nusa Tenggara is still simple, that is, it depends on traditional markets. In East Nusa Tenggara which consists of 22 districts and one municipality, market development has received serious attention from the government in each region. This can be seen in that each district has traditional markets that are built and managed directly by the local government

through their respective regional companies. Kewapante Market is one of the traditional markets in Sikka Regency which has been operating for (10) ten years. However, in its development the Kewapante Market has not been running optimally. This can be seen from the market activity which is still empty of buyers and visitors (Kupang, 2011). Various efforts have been made by the local government and the community in managing these traditional markets. However, market conditions did not provide benefits for the regions. for the region. The community believes that this traditional market has failed to become a model market for traditional markets in Sikka Regency. There are many complaints from the public regarding the condition of the Kewapante Market which is not the center of the community's economy in Kewapante District. With the apprehensive condition of the Kewapante traditional market, the public thinks that the Kewapante Market is

not the focal point of the economy in Kewapante District.

OVERVIEW OF PUSATAKA

In this study, the authors used swot analysis (Strengths, Weaknesses, Opportunities, Threats) to study the management strategy of Kewapante Traditional Market, Sikka Regency, East Nusa Tenggara Province.

1. Strategy

The term strategy comes from the Greek word *strategos* or *strategus* with the plural word *strategy*. *Strategos* means general but in ancient Greece it often means officers of the State with broad functions. Strategy is one of the important things because it provides a basis for achieving a goal in various forms. Whether we realize it or not, it has a share in every managerial decision making and also theoretically becomes one thing that cannot be separated from any management science (I. J, 2015). In the opinion of Keinichi Ohmae, a well-known marketing expert as well as management consultant and author of *The End Of Nation State-Strategy*, is "Competitive advantage in transforming the company's strength to equal or exceed the strength of competitors in the most efficient way.

Environmental Analysis and Diagnosis (an urgent step) Internal and external environment can have an impact on the existence of a company. The more complex an environmental problem is, the greater its impact on the dynamics of humans, companies and the processes that occur within them. By paying close attention to environmental changes, the company has been aware of the possibility of threats that could endanger its existence, as well as trying to seize the opportunities it can achieve.

a. Strengths and Weaknesses of the Internal Environment (IFAS)

Internal Factor Analysis Statigic is an analysis used to determine the

various possible strengths and weaknesses in an organization or company. Every company or organization must have strengths that can make it exist and weaknesses that might hinder efforts to achieve goals. Large companies (assumed) have higher strengths than smaller companies.

- b. Internal strategic factors include strengths and weaknesses that are owned in the same way. Before the strategy is implemented, the strategic planner must carry out an analysis of the external environment to find out the various possible opportunities and the same threats. Strategic issues that must be monitored are determined, because problems may affect the company in the future (Muliawan, 2011).

2. Management

Management Principles are based on functional management steps, namely planning, organizing, directing and controlling. Thus, the targeted targets can easily be achieved properly. Planning is carried out based on a clear vision and mission so that the scheduled programs are made systematically and prioritize priority scales as regulating and scheduling long-term, medium-term and short-term programs.

- 1) Efficiency and effectiveness are part of management. The starting point for the implementation of management in the organization as much as possible to make the most of all available resources, manpower, funds and facilities efficiently. Management functions are operationalized by considering the same facilities and infrastructure as the circumstances and possibilities of the organization, that is, by saving costs and shortening the time for carrying out activities, but obtaining optimal results.
- 2) The principle of prioritizing management tasks

The principle of prioritizing management tasks (managers) is a person who is fully responsible for the implementation of the organization, both internally and externally. Internal means carrying out the process of administering all organizational activities which is the main task of the manager, while external is managerial service to all public interests related to management outside the institution.

3) Principles of effective leadership

The principle of effective leadership must have wisdom in making decisions, not trivialize and save time, meaning that it is firm, straightforward, thorough and qualified. He is obliged to develop good relationships with all his subordinates, be smart about human relationships. A good manager is a manager who does not blame subordinates, but reminds and advises.

4) The principle of cooperation

The principle of cooperation is based on organization in management. All duties and responsibilities of managers are not driven by one person, but carried out according to their respective skills and duties, so that the workload does not accumulate in one place, while in other places nothing is done. The division of duties, authorities and responsibilities should be regulated based on professional principles so that the cooperation that is built is not complicated (Hasibuan, 2005).

3. Traditional market

Based on the Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 20 of 2012 concerning Management and Empowerment of Traditional Markets. Traditional market management is the arrangement of traditional markets which includes planning, implementation and control of traditional markets, while empowering traditional markets is all the efforts of the local government to protect the existence of

traditional markets so that they are able to develop better so that they can compete with shopping centers and modern shops (JDHI Financial Audit Board of the Republic of Indonesia, 2012). Traditional market management includes planning and institutional planning includes:

- a. The Regent / Mayor, including the head of the SKPD, conducts traditional market planning.
- b. Traditional market planning includes physical planning and non-physical planning.
- c. Physical planning includes, location determination, provision of building facilities and market layout and supporting facilities. Physical planning applies to the construction of new markets. Physical planning applies to revitalizing the old market.
- d. The determination of location, among others, refers to the RT / RW Regency / City, which is close to residential areas or centers of community economic activity and has transportation facilities and infrastructure that connect the regency / city capitals, sub-districts with new market locations that are actively being built.
- e. Building facilities and market layouts include shop / boarding houses / Ios buildings made with a certain standard size of space, plots or blocks with road access for visitors in all directions, adequate lighting and air circulation, arrangement of shops / kiosks / Ios based on types of merchandise and shapes. traditional market buildings in tune with regional cultural characteristics.
- f. Supporting facilities include management offices, parking areas, temporary garbage disposal sites / waste management facilities, clean water, sanitation / drainage, places of worship, public toilets, security posts, waste management sites / waste water management installations, hydrants

and fire fighting facilities, means of communication and the area of loading and unloading merchandise(Nurhayati, 2014).

METHOD

This study uses a qualitative approach with descriptive methods that make direct observations in the field to provide an overview of the object will be researched. The data used in this study are primary data and secondary data. Primary data collection is obtained through observation and direct interviews in the field. Meanwhile, secondary data collection is obtained through documentation from various information or related agencies related to the scope of research. The analysis used is swot

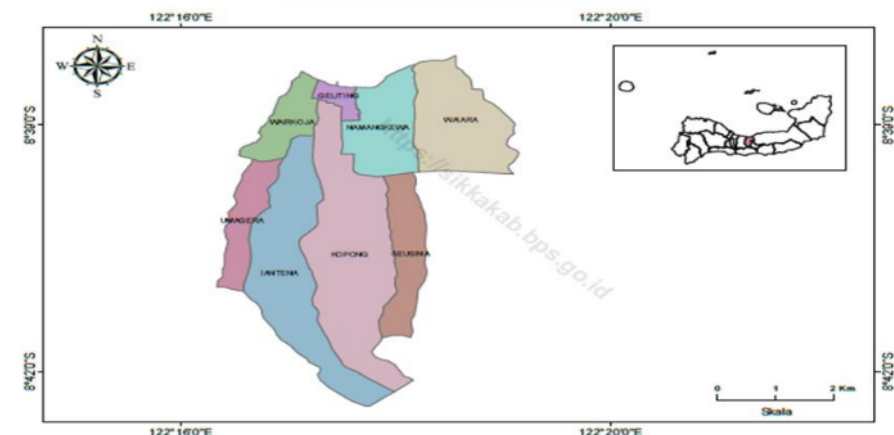
analysis by looking at internal (IFAS) and external (EFAS) factors.

RESULT

1. Geographical Conditions

Kewapante District is in the eastern part of Sikka Regency and is about 9 km from the district capital. The area of Kewapante District is 24.14 km² with the following boundaries: the northern part is bordered by Maumere Bay (Flores Sea), the eastern part is bordered by Waigete District and Hewokloang District, the southern part is bordered by Bola District, the western part is bordered by Kangae District.

Picture 1
Map of the District of Kewapante
Peta Wilayah Kecamatan Kewapante



From the picture above, Kewapante District consists of 8 (eight) villages, namely Villages Umagera has an area of 1.47 km² with a percentage of 7.20% of the district area, Ian Tena Village has an area of 8.33 km² with a percentage of 34.51% of the district area, Kopong Village has an area of 4.86 km² with a percentage of 20.33 % of the district area, Seusina Village has an area of 2.05 km² with a percentage of 8.49% of the district area,

Namangkewa Village has an area of 1.65 km² with a percentage of 6.84% of the district area, Waira Village has an area of 1.78 km² with a percentage of 7.37% of the district area, Geliting Village has an area of 1.71 km² with a percentage of 7.08% of the district area, Wairkoja Village has an area of 2.02 km² with a percentage of 8.38% of the district area(Sikka, 2019).

2. Number of Kewapante Traditional Markets

There is only 1 traditional market in Kewapante District. Overall, there are 3 large traditional markets in Sikka Regency, namely Alok Market located in West Alok District, Maumere Market located in Alok District and Kewapante Market located in Kewapante District, Wairkoja Village.

Table 1
Number of Traders in Kewapante Traditional Market in 2020

No.	Type of Facility	Number of people	Information
1	Stall	75	
2	Salon	20	
3	Textil	51	
4	Los sarong	27	
5	Broilers	13	
6	Glassware	25	
7	Shop	17	
8	Sandals	50	
9	Rags	89	
10	Culinary	14	1 trader sells 2 days a week (Thursday and Friday)
11	Moke	26	
12	Daily groceries	2	
13	Jug	16	
14	Vegetable	26	1 trader only sells once a week (Friday)
15	Wet fish	15	
16	Dried fish	58	
	Total traders	530	

Source: Data on the Potential of Kewapante Market in 2020

There are some traders who prefer to sell on Thursdays and Fridays because those days are market days where there are lots of buyers and market visitors, not only from the

people of Kewapante District but also from people outside the district. This also has an impact on the income earned is more profitable compared to other days.

3. Kewapante Traditional Market Management Strategy

1. Identification of Internal Factors in Kewapante Traditional Market Management

The internal factor in this SWOT looks at the internal conditions of the Kewapante Traditional Market. This condition will be explained into two parts, namely: the strengths and weaknesses of the Kewapante Traditional Market.

1. Development of Facilities and Infrastructure

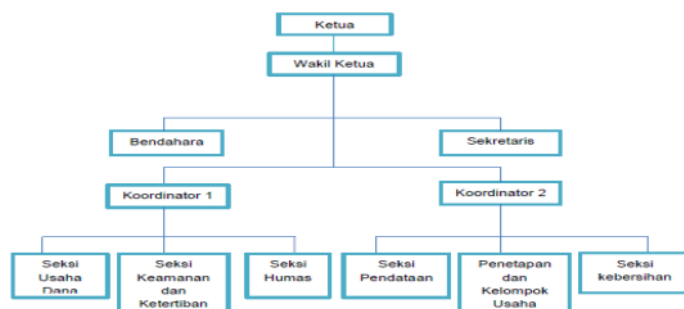
A solid and sustainable development must pay attention to all facilities and infrastructure in the development process. The development of facilities and infrastructure has a very important role in supporting economic activities and as a basic asset in facilitating interaction and communication among community groups as well as binding and linking between regions. The condition of facilities in Kewapante Traditional market, still requires a lot of improvements and additions in meeting the needs of the community market. Local governments, especially the Department of Trade and UKM Cooperatives, always meet the lack of facilities in the Kewapante Traditional Market. However, not everything runs quickly, because everything is constrained by the budget. the facilities available at Kewapante Traditional Market still need to be addressed, especially those that have not been built at all by local governments. Adequate facilities greatly affect market growth. The activity of the traditional market which is crowded with buyers and visitors is of course seen from the available facilities.

2. Kewapante Market Traders Communication Forum

The formation of the Kewapante Market Communication Forum was motivated by the fate of traders because the conditions of the Kewapante Market were not running optimally. This can be seen from the inadequate condition of the

facilities and infrastructure, even the attitude of other traders who did not comply with government regulations by selling outside the Kewapante Traditional Market area.

Figure 2
Management Structure of the Kewapante Market Traders Communication Forum



The purpose of establishing this Forum is to find solutions to problems that occur in Kewapante's traditional market. The Kewapante Market Communication Forum is a partner for local governments in the context of revamping the Kewapante Traditional Market. Thus, the Government does not directly interfere with the internal problems of the market itself in fixing it, but involves market traders through the Kewapante Market Traders Communication Forum. However, the results of the research show that up to now the local government has not optimally met the demands of the community regarding improvements in the Kewapante Traditional Market. The economic life of the community is very burdened by market conditions that do not progress

3. Empowerment of Kewapante Traditional Market Employees

In its services, traditional markets really need to pay attention to the quality of its human resources,

especially employees who every day serve the community, both buyers and visitors to the Kewapante traditional market. The goal of employee empowerment is to increase the capabilities of employees so that they have a professional attitude towards the tasks and responsibilities given, one of the employee empowerment provided is in the form of education and training. The workforce in Kewapante Traditional Market consists of ASN and contract employees. Employees are a resource that is no less important and a complementary component in revamping the Kewapante traditional market. Therefore, Empowerment of the State Civil Apparatus is an effort to improve the performance of the apparatus to achieve optimal results in serving the needs of the community in Kewapante District. To identify internal factors, an analysis of the internal environment can be made which describes the strengths and weaknesses in the management of Kewapante's Tradonal Market.

Table 2
Internal Factor Analysis

Component	Power	Weakness
Development of Facilities and Infrastructure (improvement of facilities)	The Regional Government of the Trade and Cooperative Office, UKM) has tried to meet the lack of facilities.	The available budget for improving market facilities is still limited (around IDR 1,000,000,000) for 2020.
Kewapante Market Traders' Forum.	Members who have joined are the traders of the Kewapante Market.	This forum has not been officially confirmed by the Regional Government of Sikka Regency.
Empowerment of Kewapante National Market Traders	Traditional Market Management employees consist of civil servants and contract employees.	The role of employees has not been able to provide solutions to complaints of traders and buyers)

Source: Primary data after 2021

2. Identification of External Factors in Kewapante Traditional Market Management

External factors in this SWOT look at the external conditions of Kewapante Traditional Market. This condition will be explained into two parts, namely: opportunities and threats from the Kewapante Traditional Market. Problems in the Management of Traditional Markets cannot only be seen from their internal conditions. There are two external factors in the management of Kewapante Traditional Market, which are as follows:

1. Traffic control towards Kewapante Traditional Market

One of the problems that really bother the buying and selling process at Kewapante Tradisional Market is the traffic route to the traditional market. To control traffic flow along the road to the traditional marketplace of Kewapante, the local government coordinates with the police. A good traditional market is not only seen from the availability of various kinds of facilities, but must be supported by road access to traditional markets with roads that can provide convenience in buying and selling access. One of the reasons why the kewapante traditional market traders are still selling in the former Geliting market (the old market before the Kewapanate Traditional Market) is because, the community believes that the location of the Kewapante traditional market is not very profitable for both sellers and buyers. In developing traditional markets, the regional government authority requires cooperation and coordination between related agencies. For example, road improvement and terminal construction involve the Public Works Service (PU), road control, so it involves the Traffic Police (POLANTAS).

2. Local Government Regulation

Regulation is an abstract concept of managing complex systems according to a set of rules and trends. In systems theory, these types of rules exist in different fields of biology and society,

but these terms have slightly different meanings according to the context. In general, these regulations are issued or formulated by parties who have the authority in an institution, company and government. There are several forms of regulation that we can find in government and society, such as company regulations, government regulations, ministerial regulations, and even regulations at the local government level.

The results showed that controlling and coaching all traders in Kewapante Traditional Market would have an impact on increasing community income and local taxes. Based on the Regional Regulation of Sikka Regency Number 1

of 2018 concerning public order, Article 19 states that:

- 1) Every person is prohibited from placing goods, selling and / or doing business on roads, sidewalks, storefronts, green lanes, parks and public places except with the permission of the Regent or an authorized official.
- 2) Everyone is prohibited from buying and / or using business services located on roads, sidewalks, storefronts, green lanes, parks, and public places as referred to in paragraph (1)(01, 2018).

Table 3
External Factor Analysis

Component	Opportunity	Threat
1. Local Government Regulations in the management of Kewapante Traditional Markets.	People still really need traditional markets.	<ol style="list-style-type: none"> 1. The growth of the modern market continues to increase. 2. The products sold in the modern market are of high quality. 3. The promotion that is very intensively carried out by the modern market.
2. Traffic control towards Kewapante Traditional Market.	The community needs an orderly path to the Kewapante Traditional Market.	Many traders sell outside the traditional market area and along the road to the traditional market.

Source: Primary data after 2021

Internal	Strength (Strengths)	Weaknesses
External	<ol style="list-style-type: none"> 1. The local government has made efforts to fulfill inadequate facilities. 2. Members of the Market Traders Communication Forum are traders of the Kewapante Market. 3. Traditional Market Management employees consist of civil servants and contract employees. 	<ol style="list-style-type: none"> 1. The available budget for improving market facilities is still limited (around IDR 1,000,000,000) for 2020. 2. The Market Traders Communication Forum has not been officially endorsed by the Regional Government of Sikka Regency. 3. The role of market management employees has not been able to provide solutions to complaints from traders and buyers.

namely the strategy of using strength to

Opportunities (Opportunities)	S stretches > O	Strategy W > O
<ol style="list-style-type: none"> 1. People still really need traditional markets. 2. The community needs an orderly path to the Kewapante Traditional Market. 	<ol style="list-style-type: none"> 1. Strategy S1 - O1 Optimizing inadequate facilities. 2. Strategy S2 - O1 Local Government participates with the Kewapante Market Traders Communication Forum. 3. Strategy S3 - O2 There is coordination between the Management of Traditional Markets and Traffic Police to provide education and strict sanctions against people who are not orderly in traffic. 	<ol style="list-style-type: none"> 1. W1-O1 strategy The government prioritizes facilities that are needed by the community. 2. W2-O1 strategy The government and society provide support by establishing the Kewapante Market Traders Communication Forum. 3. W3-O2 strategy There is a correlation between traditional market managers and the community to meet community needs.

take advantage of opportunities.

Threats	Strategy S > T	Strategy W > T
<ol style="list-style-type: none"> 1. The growth of the modern market continues to increase. 2. The products sold in the modern market are of high quality. 3. The promotion that is very intensively carried out by the modern market. 4. Many traders sell outside the traditional market area and along the road to the traditional market. 	<ol style="list-style-type: none"> 1. Strategy S1-T1, T2, T3 Efforts to fulfill facilities must look at the influence of modern market developments. 2. Strategies S2-T2, T3, T4 The role of the Communication Forum is to greatly assist the Regional Government and society in dealing with the influence of the modern market. 3. S3-T4 strategy The role of the Market Manager is to provide direction and reprimand to a disorderly society. 	<ol style="list-style-type: none"> 1. Strategy W1-T1, T2, T3 The construction of facilities also looks at the influence of modern markets on the Kewapante Traditional Market. 2. Strategy W2-T1, T2, T3 Local governments must look at the role of the Kewapante Market Traders Communication Forum. 3. W3-T4 Market managers need to organize market conditions so that no traders sell outside the market area.

Table 4 SWOT Analysis Matrix

Source: Primary data after 2021

Based on the SWOT matrix, it can be seen that there are several strategies that can be implemented in the management of Kewapante Traditional Markets.

1. Strategy S - O (Strengths - Opportunities)

2. W - O Strategy (Weaknesses - Opportunities) namely, strategies to take advantage of opportunities to overcome weaknesses.
3. Strategy S - T (Strength - Threats) namely the strategy of using force to avoid threats.
4. W - T Strategy (Weaknesses - Threats) namely strategies to minimize weaknesses and avoid threats.

3. Quantitative Approach to SWOT Analysis

The qualitative SWOT data above can be developed quantitatively through the calculation of the SWOT analysis so that the actual position of the organization can be ascertained. To show the number of quadrants is done by giving values and weights to the IFAS and EFAS matrices.

1. Internal Strategy Factor Matrix

The identification results described above on the strength factors and weakness factors in the processing of pindang fish are then

compiled in an IFAS (Internal Factor Analysis Summary) table to formulate internal factors that can be used in formulating policy strategies. To see the weight and rating on each of these factors, as explained, it is given a weight with the total weight being 1. The weight given shows how important these factors will show the success of an activity. Furthermore, each of these factors is also given a rating which shows the response to each factor.

Table 5
IFAS (Internal Factors Analysis Summary) Kewapante Traditional Market Management

No.	Internal Strategy Factors	Weight	Rating	BXR	Information
Power					
1	The local government has made efforts to fulfill inadequate facilities.	0.20	4	0.80	The Regional Government has carried out the load of several facilities.
2	Members of the Market Traders Communication Forum are traders of the Kewapante Market.	0.15	3	0.45	With the Kewapante Market Traders Communication Forum, it is hoped that it can help provide solutions to market problems.
3	Traditional Market Management employees consist of civil servants and contract employees.	0.15	2	0.30	Employees consisting of civil servants and contract employees can serve the concerns of traders and the community.
	amount	0.50		1.55	
Weakness					
1	The available budget for improving market facilities is still limited (around IDR 1,000,000,000) for 2020.	0.15	3	0.45	Budget is a major factor in the provision of traditional market facilities.
2	This forum has not been officially confirmed by the Regional Government of Sikka Regency.	0.15	2	0.30	The inauguration of the forum is very important as the legality of the forum to participate in the Kewapante Traditional Market.
3	The role of employees has not been able to provide solutions to complaints of traders and buyers.	0.20	1	0.20	Employees are an extension of the Department of Industry and Cooperatives, UKM in managing traditional markets.
	amount	0.50		0.95	
	Total	1.00		2.50	

Source: Primary data after 2021

Based on the results of the analysis of internal factors (IFAS) in the form of strengths and weaknesses, it was obtained a strength value

of 1.55 and a weakness value of 0.95 for a total of 2.50. It can be seen that, from the internal problems faced, there are strengths that are greater than weaknesses in the management of Kewapante Traditional Market.

2. External Strategy Factor Matrix

The identification results that have been previously described on opportunities

(Opportunities) and threats (Threats) in the management of Kewapante Traditional Markets are then compiled in an EFAS (External Factors Analysis Summary) table to formulate external strategic factors that can be used in formulating policy strategies.

Table 4.17

EFAS (External Factors Analysis Summary) Kewapante Traditional Market Management

No.	External Strategy Factors	Weight	Rating	BXR	Information
Opportunity					
1	People still really need traditional markets.	0.20	4	0.80	Traditional markets are markets that serve local goods / products with a traditional (barter) system.
2	The community needs an orderly path to the Kewapante Traditional Market.	0.15	3	0.45	The road is the main access that brings together traders and buyers.
	amount	0.35		1.25	
Threat					
1	The growth of the modern market continues to increase.	0.15	3	0.45	Part of the community is starting to need a modern market.
2	The products sold in the modern market are of high quality.	0.15	2	0.30	The modern market is very concerned about the quality of goods / products in order to convince buyers.
3	The promotion that is very intensively carried out by the modern market.	0.15	2	0.30	One way to attract people to shop is by promoting products.
4	Many traders sell outside the traditional market area and along the road to the traditional market.	0.20	3	0.60	The market facilities are still limited and cannot accommodate many traders, so some traders sell outside the market area.
	amount	0.65		1.65	
	Total	1.00		2.90	

Source: Primary data after 2021

Based on the results of the analysis of external factors (EFAS) in the form of opportunities and threats, the opportunity value is 1.25 and the threat value is 1.65, the total is

2.90. It can be seen that, from the external problems faced, there is a greater threat than opportunities in the management of Kewapante Traditional Market.

1
 To determine the quadrant coordinate points (X, Y) on the SWOT diagram using the formula:
 Coordinate Points (X) = (Strengths - Weaknesses)

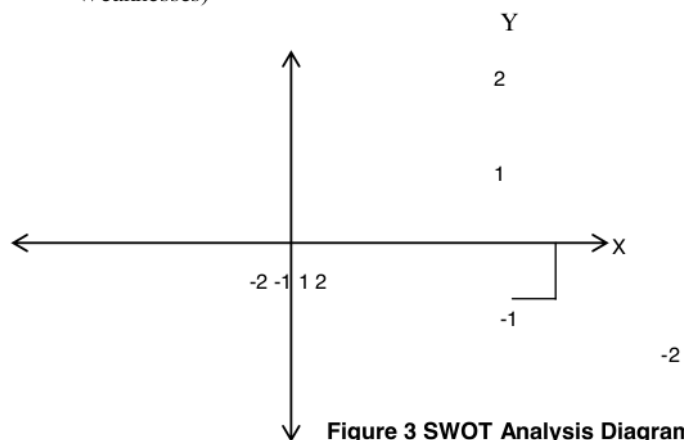


Figure 3 SWOT Analysis Diagram

The result of the value in the diagram above shows that the value is in quadrant II. In this case, despite facing various threats, the management of Kewapante Traditional Market still has strength from an internal perspective. The strategy that must be applied in this condition is to use strength to take advantage of long-term opportunities by means of a diversification strategy (product / market).

CONCLUSION

There is an appropriate strategy in the analysis of the management of the Kewapante Traditional Market in Kewapante Subdistrict, Sikka Regency, East Nusa Tenggara Province, namely that the Regional Government needs to involve several parties, namely: the Kewapante Market Traders Communication Forum in the construction of inadequate market facilities and involve the POLPP regional security officers to discipline the community which sells outside the traditional market area.

ACKNOWLEDGMENT

$$= (1,55 - 0,95)$$

$$= 0,60$$

Point Coordinate (Y) = (Opportunity - Threat)

$$= (1,25 - 1,65)$$

$$= -0,40$$

The results of the above calculations, the diagram below can be drawn:

This work was created by Kostadia Yinita San Roja, Jusni and Rahmadani from Hasanuddin University.

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