



IMPLEMENTATION OF LOCAL GOVERNMENT POLICY IN MANAGING THE WHOLESALE MARKET IN JAMBI CITY 2017 - 2020

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Abstract

The Paal X Talang Gulo Central Market Management Policy is regulated in Jambi Mayor Regulation No. 7 of 2016 concerning Main Market Management. This policy is designed to improve market management, heavy vehicles and the arrangement of wholesalers in Jambi City. However, lately facing problems, namely the low purchasing power of consumers, the operational time of loading and unloading trucks carried out outside the market, and the number of traders selling on the road body. In addition, special public transportation to the Market is not available, and storage facilities are inadequate. This research is based on the Policy Implementation model proposed by Grindle. The research method used a descriptive qualitative research method. Data collected by three techniques, namely observation, interviews, and documentation. The data collected analyzed and its validity is validated using triangulation. The results showed that Policy Implementation is influenced not only by the content and the context of implementation dimension, but also influenced by Supervision dimension. Content of policy, found traders do not have information about the content of the policy, there are interests of certain parties related to Kiosks, lack of Human Resources (HR) numbers, and there is no supervision in managing the central market. Context of implementation, there are results that affect the implementation of policies, namely (1) stalls and land given to traders have not been used in accordance with actual conditions. (2) Merchants loading and unloading goods where they should not be. (3) Traders prioritize income targets. (4) There is no storage place for goods. It has been observed in the real world that there is a component of supervision that affects how policies are carried out in the administration of the Central Market.

Keywords: Policy Implementation, Management, Central Market

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1. Introduction

The essence of regional autonomy is to give authority to regional governments to cover initiatives, planning, implementing, monitoring, controlling and evaluating aspects of financing in the administration of government and development in the regions. Regional autonomy raises two logical consequences, namely giving rise to regional freedom to manage regional households with the resources they own and are required to maximize regional income sources to finance regional development itself, one of which is in

terms of economic improvement as well as market management (Moonti, 2017)

The Central Market as a trading center is one of the pillars of the economy. These functions and roles are reflected in a number of ways, including the wholesale market, which is a national indicator regarding the movement of price stability for nine staple goods. For this reason, statisticians and government agencies carry out monitoring or supervision of the Central Market which has become the main forum for selling staple products produced by large-scale economic actors from agricultural and marine products.

The Jambi City Main Market plays an important role in creating jobs for the community but also provides broad opportunities for farmers as producers to earn income from their agricultural products either by marketing their products directly on the market or through intermediary suppliers or agents. The Jambi City Main Market provides great benefits for the welfare of the stakeholders involved in it, both producers, traders, suppliers and buyers, including for supporting actors such as parking attendants. For the government of Jambi City as the manager also benefits from income, namely fees that will be redistributed for the benefit of the people of Jambi City.

To improve the management and arrangement of wholesale traders, the Jambi city government has prepared facilities in the form of regional wholesale markets, including by establishing Jambi Mayor Regulation Number 7 of 2016 concerning Jambi City Central Market Management. The Central Market Management Program emerged as an answer to the negative image attached to traditional markets in Jambi City. The Central Market Management Program also touched on market (institutional) governance. Then to strengthen market management, it is strengthened by the Jambi City Regional Regulation Number 12 of 2016, regarding the arrangement and empowerment of street vendors in Jambi City, none other than to create a professional market that must be managed with integrated management where all market management works together. The Mayor of Jambi developed the Central Market Management program with the hope of increasing the competitiveness of traditional markets and restoring traditional markets as one of the centers of economic growth.

The issuance of Jambi Mayor Regulation Number 7 of 2016 concerning the Management of Jambi City Central Market. based on the accumulation of various very complex problems, namely the overflowing retail market in Jambi City, limited space for narrow stalls, irregular merchandise, unhealthy, dirty, poor condition of the distribution system structure coupled with the perishable nature of agricultural commodities causing distribution costs to be quite high, congestion, many loading and unloading traders on the side of the main road, weak

market management, and storage facilities with inadequate market infrastructure. Meanwhile, for non-main market, wholesalers do not have permanent kiosks, so transactions are usually carried out on the street in the market environment.

Talang Gulo Central Market, Jambi City, is a market for the transfer or loading and unloading of vegetable, fruit, and meat traders who used to trade in traditional markets or retailers in Jambi City. Jambi City Main Market is a market that functions to provide services and is a reference for modern traditional markets, the data obtained from Data Agents and Sub Agents at the Main Market there are 146 Agents and 800 sub agents to accommodate Traders who will sell at the Main Market, then for Kiosks there are 155 Kiosks (Restra Disperindag, 2018-2023).

The existence of the Paal X Talang Gulo Main Market recently has also caused problems. Public interest in buying is low, operational time which is based on an initial agreement between the government and wholesalers agreeing that buying and selling activities and loading and unloading of trucks at night can only be at the Paal X Talang Gulo Central Market. However, there are still many wholesalers who unload and unload at traditional markets in the city at night apart from the Paal X Talang Gulo Main Market so that the main market becomes quiet and the traders lose money.

Regarding the implementation of the policy, several researchers have done this, including, Kartini 2019, in her article Implementation of Street Vendor Management Policies (Case Study at the Evening Market, Tanjung Selor City, Bulungan Regency). This study departs from the existence of street vendors at the evening market which is considered one of the problems in the arrangement of street vendors in the City of Tanjung Selor because they sell on the Suprpto sidewalks and disturb the beauty of the city because they misuse the functions of public facilities. This study shows that the implementation of the policy for structuring street vendors at the afternoon market in Tanjung Selor City is a non-implementation (implementation that has not been carried out).

Research conducted by Charis Purnomo (2016), The aim of the study was to find out

and describe the Implementation of Regional Regulation of Paser Regency Number 11 of 2016 concerning Market Management and Development at the Senaken Tanah Grogot Main Market, Paser Regency, as well as to identify the inhibiting factors that exist in it. Pasar Induk Senaken has not run well, because communication has not been optimal in transmission to traders, information resources on how to implement policies and compliance data are not yet available, in addition to inadequate facilities in terms of availability and management, dispositions related to implementing commitments that are not yet good and a bureaucratic structure in which Standard Operating Procedures (SOP) are not yet available. The inhibiting factors were traders who changed hands from the kiosk selling the regent's license sign, there were still traders who rented out the terraces of their shops to illegal traders, and market users paid little attention to market cleanliness. Nirmala Mustika (2015), This research departs with the development of traditional markets in Sidoarjo, the government of Sidoarjo Regency has an obligation to organize existing traditional markets. One of them is by making a policy of relocating the market to a more appropriate place because traditional markets are synonymous with slums and dirty.

Based on the review of the preliminary research literature above, it is illustrated that the Policy Implementation implemented by the government on market management as a policy is intended to encourage better market arrangement and the beauty of an area as one of increasing the income of traders and the government, so that it can carry out the function as a liaison between the community and the government.

Policy Implementation Concept

Policy implementation is a crucial stage in the public policy process. A policy program must be implemented in order to have the desired impact or goal. Implementation is one of the stages in the public policy process which is a process of whether a policy is running or not. Usually, implementation is carried out after a policy is formulated, made and ratified into a policy with clear objectives (Kartini Maharani Abdul, 2019)

Meter and Horn (Ratri, 2014: 4), state the implementation of public policy as actions

taken by individuals or groups of the government and the private sector directed at achieving the goals set in previous policy decisions. Which means that the implementation process will not be carried out before laws or regulations are enacted and funds are provided to finance the policy implementation process. On the other hand, policy implementation is considered as a complex phenomenon which may be understood as a process, output or as a result.

Basically the task of policy implementation is to link the realization of goals with the results of activities carried out by the government. (Wangsih, 2009:26). argued the difference between policies and programs implied that:

“Policy implementation is a function of program implementation and depending on the outcome, real differences between policies and programs are hard to find in practice, even if they do exist. In the final phase of definition, the terms policy and program are often used interchangeably.”

Thus, the success of policy implementation is very dependent on the results of the program, and the programs that have been made in its implementation precisely seek policy objectives (Wangsih, 2009:27).

Then according to (Purwanto 2012: 86), several factors determine the success or failure of an implementation process, namely; (1) Quality policy itself; (2) Adequacy of policy inputs (especially the budget); (3) The accuracy of the instruments used to achieve policy objectives (services, subsidies, grants, and others); (4) Implementor capacity (organizational structure, HR support, coordination, supervision, and so on); (5) Characteristics and support of the target group (whether the target group is an individual or a group, male or female, educated or not); (6) Geographical, social, economic, and political environmental conditions where the implementation is carried out.

Public Policy Implementation Model

Policy implementation is in different positions, but in principle every public policy is always followed up with policy implementation. Policy is a decision that has been determined and has a specific purpose, so that the policy can be implemented properly and achieve the

desired goals and objectives, an approach called a model is needed.

The Top-down Policy Implementation Model is the Rational model, which emerged in the 1970s when implementation studies began to become a concern. The rational model assumes that a policy that has been decided is the best alternative, and in order to achieve good results, administrative control in its implementation is absolute. The characteristic of the rational model is that it views the policy-making process as a process that takes place rationally and implementation is the implementation of the chosen goals by determining rational actions to achieve the goals. In its perspective, this model assumes that for every policy failure in achieving the desired impact, the causal factors must be sought from the failure of the implementation process to build a chain of causal relationships so that the policy can have an impact.

Van Meter and Van Horn (1975) in Wahab (2012: 164) argue that Policy Implementation relates to actions taken by individuals or groups (government or private) that are directed to achieve the objectives of the policies that have been previously set. They stated that the effectiveness of implementation will vary greatly depending on the type and issue of the policy, because the factors that influence implementation will also be very different, for that it is important to differentiate the content of the policy. Van Meter and Van Horn classify policies into two main characteristics, namely; (1) How big is the change intended by the policy, because the bigger the expected change will also have an impact on the implementing organizational changes; (2) How big is the acceptance of policy objectives from implementing actors.

Hogwood and Gunn (2001) in Wahab (2001: 56) fully support the top-down approach in policy implementation. they emphasize the importance of control over the administrative system so that policy implementation can be achieved perfectly. However, Hogwood and Gunn realized that the conditions they wanted were almost impossible to achieve in the real world. Gunn formulates the stages of policy implementation which include:

The first stage consists of activities, namely; (a) Combining a program plan with clear goal setting; (b) Determine implementation

standards; (c) Determine the cost of the program to be implemented along with the implementation time.

The second stage, is the implementation of the program by utilizing the staff structure, resources, procedures, costs, and methods.

The third stage, includes the following activities: a. Determine Schedule b. Carry out monitoring c. Conduct supervision to ensure the smooth implementation of the program. Thus, if there are irregularities or violations, appropriate action can be taken immediately.

According to Goggin et al (1990), the process of policy implementation as an effort to transfer information or messages from higher institutions to lower institutions can be measured for its performance based on variables: 1) encouragement and coercion at the federal level, 2) central/state capacity, and 3) encouragement and coercion at the central and regional levels.

The components of the public policy implementation system model consist of four components, this is in accordance with the opinion of Tachjan (2016); (1) Implemented policy programs; (2) Target groups, namely community groups that are targeted, and are expected to receive benefits from the program, changes or improvements; (3) Implementing elements (implementors), either organizations or individuals, who are responsible for the management, implementation and supervision of the implementation process; (4) Environmental factors (physical, socio-cultural and political).

There are not only one or two public policy implementation models, but there are various kinds according to the framework of thinking of the model maker. The model developed by Van Meter and Van Horn (1975, (in Tachjan, 2016; 39) is called the Model of the Policy Implementation Process. This model explains that performance is influenced by several interrelated independent variables, these variables are: (1) Policy standards and targets; (2) Resources; (3) Characteristics of implementing organizations; (4) Communication between related organizations and implementation activities; (5) Attitude of executors; (6) Social, economic and political environment.

Edward's implementation model can be used as an image tool for program implementation in various places and times. That is, the four variables available in the model can be used to image the phenomenon of public policy implementation. The application of this implementation model in the study of public policy implementation is as follows.

In his approach Edwards III (1980) in Winarno (2012) asked questions relating to: Communication Bureaucratic Structure Resources Disposition of Implementation "What preconditions must exist for successful implementation?", and "What are the main obstacles to the success of an implementation?".

Grindle (1980), emphasized that policy implementation is influenced by two major variables, which include: content of policy and

context of implementation. Policy Content Variables (content of Policy) include: (1). To what extent are the interests of the target group/target groups contained in the contents of the policy, (2). Types of benefits received by the target group, (3). How far is the desired change from a policy, (4) whether the location of a program is correct, (5). Does a policy mention its implementation in detail, and (6) whether a program is supported by adequate resources. Meanwhile, the Context of Implementation Variables include: (1) how much power, interests and strategies are owned by the actors involved in implementing the policy, (2). The characteristics of the institutions and regimes in power, (3) the level of compliance and responsiveness of the target group.

The process is described as shown below:

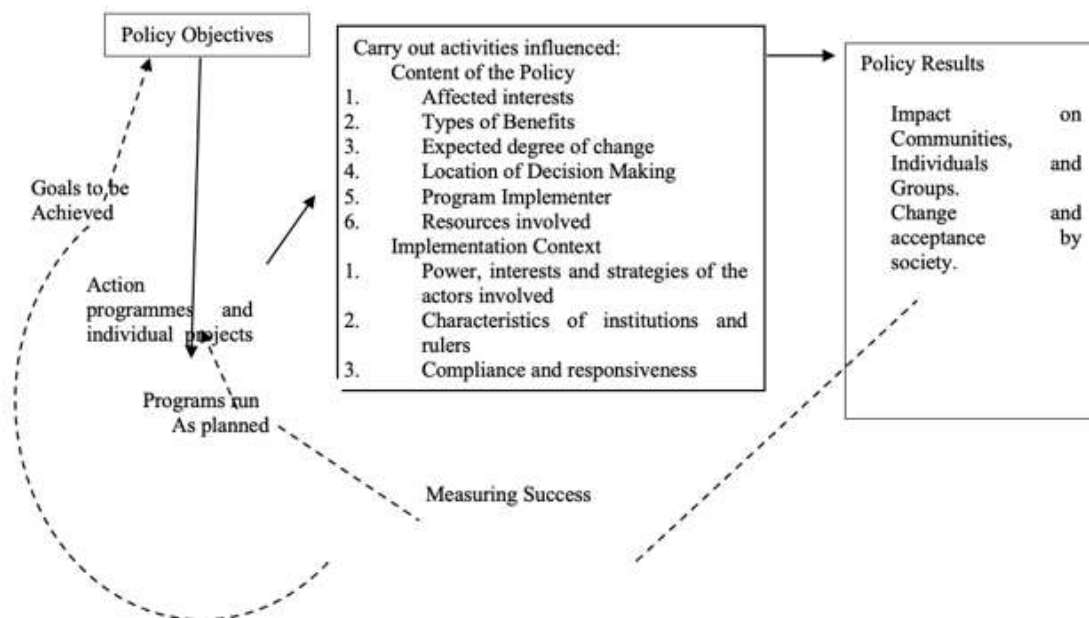


Figure 1. Policy Implementation Model according to Grindle (1980)

Grindle includes several determining factors such as the interests affected, the type of benefits, the degree of change expected, the location of decision making, program implementers, and the resources involved into the Policy Content variable (content of policy). If all interests are really taken into account and accommodated then a policy can be implemented relatively successfully. A policy is also relatively easy to implement if the policy provides collegial benefits and can be directly felt rather than a policy that only benefits certain groups and the results can only be enjoyed in the long term. In addition, the

wider the degree of change sought by a policy, the more difficult it is to implement the policy. Therefore, in line with the opinion of Van Meter and Van Horn (1975: 90), a policy is more likely to be implemented if the policy does not require drastic changes from previous policies and organizational changes. The location/site of policy making also has an influence on implementation performance. The more spread the locations/sites of policy implementation, both geographically and organizationally, the more difficult it is to implement a policy.

Then in the Context of Implementation Variables, Grindle includes several variables such as power, interests and strategies of the actors involved, characteristics of institutions and rulers/regimes, as well as compliance and responsiveness. This last aspect is very important. Without high responsiveness, the implementor will lose a lot of information that can actually be used to improve policies. Responsiveness in question must be cultivated within the framework of creating flexibility, support and feedback, while maintaining effective control over the allocation of resources so that the expected output and policy impact can still be realized.

In general regarding the implementation of policies can be obtained from Grindle's statement (1980: 7) that implementation is a general process of administrative action that can be examined at the level of a particular program. The implementation process will only begin if the goals and objectives have been set, the program of activities has been structured and the funds are ready and distributed to achieve the targets. If this understanding is directed at the locus and focus (change) where the policy is implemented it will be in line with the views of Van Meter and van Horn quoted by Parsons (1995: 461) and Wibawa, et al., (1994: 15) that policy implementation is an action taken by (organizations) government and private sector both individually and as a group intended to achieve goals.

2. Methods

The type of research used in this study is a qualitative type. It is hoped that this type of research will find hidden meanings behind the object or subject to be studied. This type of qualitative research as an overall concept seeks to reveal the secrets of something, carried out by gathering information in reasonable circumstances. The focus of this research is how to implement the Central Market management policy in Jambi City with the mayor's regulation No. 7 of 2016 concerning Central Market management in Jambi City.

The data in this study were conducted by examining books, literature, scientific articles with regard to the research objective, which is to describe the concept of educational leadership. Data collection techniques in this

study include collecting, reading, noting the literature regarding the research objectives. The data that has been collected is analyzed by setting specific research objectives, defining terms, establishing the focus to be analyzed, looking for relevant data, building rational conceptual relationships, planning sampling, and formulating coding. The steps in analyzing data are carried out simply by selecting, comparing, and combining them according to the research objectives (Arikunto, 2002).

3. Results and Discussion

Content of Policy

The basis for implementing the Central Market Management policy is Jambi Mayor Regulation No. 07 of 2016 concerning Central Market Management. Where this Perwal regulates market management mechanisms so that it is hoped that it will be easier to implement. If it is related to Grindle's policy implementation theory, Jambi Mayor's Regulation Jambi Mayor's Regulation No. 07 of 2016 Concerning Central Market Management, is included in one of the things that influences successful implementation, namely Content of Policy (policy content).

The content of the policy consists of what interests influence the policy, the types of benefits received, the desired degree of change, program implementers, and the resources used. According to the researcher, the benefits of the Central Market relocation policy for the target group, in this case, are the Main Market, which is to provide a proper place for traders to sell, so it is hoped that the space provided will be more organized. With the relocation of the Central Market, it can restore the initial function of public facilities and infrastructure that previously could not be used properly by local residents, namely road facilities to enter residents' settlements and Roadsides which were originally also a place for traders to sell. The Central Market relocation policy actually provides good benefits for market traders in Jambi City and residents around the market itself, of course there are pluses and minuses in a policy implementation. There were a number of complaints from traders, one of which was the lack of strategy in the new Main Market. While the policy wants a change in conditions in society. The desired change is to rearrange traditional markets which have been deemed

inappropriate, the merchant economy and managing vehicles entering the city. In the market relocation policy in Jambi City, the location of the policy makers is in the Jambi City government. The Jambi City Government is also the decision maker in all implementations of the market relocation policy, both in the form of procedures and mechanisms for implementing market relocation. Furthermore, regarding program executors or implementors in the Central Market relocation policy, the Jambi City Industry and Trade Office (Disperindag) is involved. And in a policy also can not be separated from the resources used to implement the policy itself. In this Central Market relocation policy, the resources used are in the form of a place where the Jambi City government has provided a more appropriate place for market traders to sell.

The Jambi City government has an interest in controlling the markets and traders in Jambi City, so that they do not disturb public facilities and infrastructure for mutual convenience and besides that their place to trade is no longer feasible. Simultaneously with controlling traders in the Jambi City Market itself, another interest is controlling traders along Jalan Raya in Jambi City who are considered to have disturbed main road access, which then when all have been relocated will be built frontage roads and arrange a better spatial and regional order. And with this market relocation policy, traders can be concentrated in one place so that they can be managed properly and get a more appropriate place to sell. So that with this interest, the city government, in this case the market service, made a market relocation policy into one centralized place, namely the main market.

In the process of administering government, the policy is an attempt to solve or reduce or prevent a certain problem, namely by directed action. Therefore, Central Market Management as a government policy that has been formulated, needs to be implemented to traders or the public so that the policy has the impact or goals to be achieved. Government policy implementation includes a series of actions or activities to make programs work which of course will be carried out by various actors. Theoretically, the study of policy implementation focuses more on activities or

activities carried out to carry out established policy decisions. Thus, through an assessment of each program and activity undertaken, it will be able to provide an explanation of one or more of the forces that determine the impact of the intended policy.

Likewise, the Central Market Management Policy in Jambi City is a step taken by the local government to maintain the availability of goods, orderly transport of goods (Car Trucks), management of traditional markets with rampant market developments, irregular traditional markets, the large number of large trucks entering the city. this is done in order to be able to develop harmoniously, look after each other, strengthen each other and benefit each other and not interfere with each other. The implementation of this policy is in the form of providing conditions to obtain management of traditional markets in accordance with applicable laws and guidance for traditional market business actors and modern shops. Referring to the legal basis that has been established, namely in Jambi City Regional Regulation No. 07 of 2016 concerning Central Market Management.

Basically, the management of the Main Market is almost the same as other markets, it's just that here we manage the number of 179 Wholesale Shops at the Main Market in Jambi City, but among the markets we manage the Main Market is interesting because it operates from 9.00 WIB to 4.00 WIB at dawn, if you look at the existing facilities at the Main Market there are more. Until now we are optimizing the main market to be like a wholesale market, where the supplier is the collector there and then becomes the parent market for other markets there such as the Angso Duo market, Aurduri market and others. Sources of goods for unloading are at the main market, markets outside the area also go to the main market for loading and unloading such as fruit, fish and vegetables. The management is also regulated through regulations and legal products. In principle, the main market is the market which is the main market for other traditional markets in the city of Jambi and its surroundings.

Interest Affected

Interest Affected in this case is related to the interests that influence a policy implementation. The extent to which the

policies made have the opportunity for changes in social, political and economic relations in society. This dimension argues that a policy in its implementation must involve many interests, and the extent to which these interests influence its implementation.

Then public policy in implementation in the field must involve many interests, because the implementation of public policy is a decision made through political and administrative processes. The many interests in the implementation of the said policy are mostly influenced by the various goals and desires to be achieved, and by the method of formulating the objectives of the policy as is the case in the implementation of Central Market Management. It is said by Grindle (1980), that "programs that are designed to achieve long-range objectives may be more difficult to implement than those whose advantages are immediately apparent to the beneficiaries".

The importance of managing the Central Market is a must for the local government, with the aim of regulating the distribution of merchandise to areas that are the responsibility of the local government, which is also to regulate large vehicles entering Jambi City. The Disperindag has full responsibility for managing the market because under the auspices of the Regional Government (City), in this responsibility, all wholesale traders are directed to move to a new location with a predetermined time by the Jambi City Government/Disperindag and traders whose time has been agreed. In this case the service prioritizes the interests of traders so that conflicts do not occur because previously the traders in the old market had previously been recorded so that the service knows how many stalls are provided for the wholesalers, but it does affect certain groups who do not want to be relocated, so we need a long time to convince them that the Central Market is suitable for occupancy.

As in Interest Affected (Interests of Affected Groups) related to various interests that influence a policy implementation. This indicator argues that a policy in its implementation must involve many interests, and to what extent these interests influence its implementation, this is the rationale for researchers to examine more deeply.

With the rolling out of this policy product, it provides an indication that basically the Government is showing a commitment to carry out the mandate of the Law in order to maintain relations between the Government and traders both at the central and regional levels by carrying out market management in the regions.

The dimension of a policy implementation related to the interests that are influenced by the policy, in the policy implementation process is how a desire from the government and also the business community, both traditional markets and modern shops, for the growth of modern shops which is increasing rapidly amid the decline in the existence of traditional markets. In addition, in the implementation of this policy there are also interests that are influenced by managing actors in establishing cooperation with the market.

It was agreed that selling activities at the Main Market would only be at the main market, but there were still traders who played cat and mouse, like at the Angso Duo Market, there were still buying and selling at night, the government had banned it, and this made us traders at the Main Market lose money.

Conditions on the ground show that traditional traders feel that with the Main Market they will be competed over time. Differences in facilities and market conditions which are quite far compared to traditional ones can influence people who prefer shopping at the Main Market. Furthermore, from the results of observations in the field, the distance between the Main Market and the traditional market is quite far, even on the edge of Jambi City. During the observation, the researchers also saw that the Main Market seemed crowded with visitors at night. This makes traditional market traders compete with the Main Market.

Even though the interests of the target group or target groups are included in the contents of the Central Market Management policy, when it is examined more deeply in the regulations governing this policy, the benchmark used by the government in calculating market management originating from the APBN/APBD is not yet based on the needs of the Wholesale Market, but rather on the level of fairness and capability of the APBN/APBD. The government's interest in making and

implementing policies is to overcome congestion, in this case large trucks cannot freely enter the city and load and unload goods again, regulate the movement of goods to traditional markets, then to regulate the chaos of traditional markets in Jambi City and as a market information center.

Thus we can conclude that the Policy Content (Content of Policy) in terms of Interest Affected (Influenced Interests) with a fundamental question of how far the interests of the target group or target groups are contained in the policy content. Based on the policy that regulates the management of the wholesale market, it appears that the interests of the target group or target groups have been included in the contents of the policy and who are the target groups or target groups affected by the policy have also been clearly stated.

Type of benefits

The type of benefits aspect or type of benefits in implementing a policy seeks to show or explain that in a policy there must be several types of benefits that show the positive impact generated by the implementation of a policy to be implemented. Where the contents of a policy must emphasize certain standards and objectives to be achieved by policy implementers.

Thus, firmness is needed because the level of policy performance is basically an assessment of the level of achievement of objectives so that whether the implemented policy is successful or fails in its implementation. Therefore, a policy that is implemented in principle is an attempt to improve the situation, if the conditions received by the community or group are not much different from before, then there will be no benefit from the policy.

The meaning of benefits can be compiled into two categories, namely direct benefits, meaning direct benefits that can be received and felt by the target group by rolling out the policy, while indirect benefits are benefits that are indirectly received and felt by beneficiaries, in this case the target group/target group.

The type of benefit generated is a benefit value resulting from the implementation of the Jambi City Main Market management policy. This policy aims to manage the Main Market

in Jambi City so that it can go hand in hand without causing harm to either party, namely traders and the government.

The Central Market management policy has positive and negative results. From a positive side, it is more felt by policy implementers in the form of using this policy as a basis for carrying out their duties and increasing market service retribution revenue. From the negative side, the targets of the policy are more likely to feel it because they are not aware of a market management policy, so they have not experienced the benefits and impacts resulting from the policy.

The benefits of managing the Central Market in accordance with Perwal No. 7 of 2016 are to strengthen the role of the Central Market in the economy of Jambi City, as a means of distribution, expedite the process of distributing production results, or guarantee the availability of basic commodities in Jambi City then make it easier for people to obtain the goods they need and help provide all kinds of goods in large quantities, the Main Market becomes a transit center for various commodities from outside the region, another benefit is strengthening economic turnover and overcoming congestion inside Jambi City.

The main market where trucks that enter the main market aim to load and unload goods, those from outside the city or Jambi province, go directly to the main market, then unload and distribute them to traditional markets in Jambi City, the purpose of demolition at the main market is to prevent large trucks from entering Jambi city, but it is difficult for people to access there because there are no public vehicles that reach there, then the costs are high, and the market utilization is optimally functioned.”

On the other hand, the management of the Main Market also has an impact on local revenue in Jambi City, by utilizing the Main Market which is obtained from the increasing market fees. this is also a driving force for the economy, in fact the trade sector which is supporting in 2019 the economy in Jambi City is 8.1%. (Central Bureau of Statistics, 2019).

All goods from outside the Region or Province will be loaded and unloaded at the Central Market, and only then will be distributed to traditional markets within Jambi City, goods in

large quantities, and all traditional markets will be supplied through the Central Market, so that no more trucks enter the city to supply market needs directly, and this policy is also to overcome congestion at traditional markets in Jambi City, and the benefit of this Perwal is as a means of distribution and expediting the process of distributing goods or services from producers to consumers, expediting the sale of farmer's production from outside the City or Province. Another way that can be done to strengthen the existence of the Main Market is to reaffirm the regulations to be able to maximize the benefits of the existence of the Main Market. In market management, regulations related to market management must be strengthened so that the community understands the regulations and can benefit traders, this can also be done persuasively and educatively towards traders. This regulation is useful for guaranteeing public order and restoring the function of the Central Market because many people complain about the traffic jams and chaos of traders when they want to enter the Main Market at night.

Extend of Change (Degree of change to be achieved)

Changes in the beneficiaries of a program can be greatly influenced by the type of program it is designed to achieve. The wider and larger the changes desired through the policy, the more difficult it will usually be implemented. The level of success in implementing government policies regarding financial assistance to the management of the Central Market in improving facilities and infrastructure, comfort, for traders and the wider community, is highly dependent on the readiness of quality human resource support from market managers or policy implementers. Implementing officials hold strategic roles and positions to ensure the effectiveness of the implementation of financial assistance policies for market management according to the goals and objectives that have been set.

The aim of managing the Main Market by the government is to organize the market so that there is a shopping center that becomes a shopping icon, expedites the production of goods, then acts as a driving force for the economy in Jambi City, and prevents trucks from entering Jambi City.

Each policy has a target to be achieved. The content of policy variable (desired degree of change) to be explained is the extent to which the desired change in a policy must have a clear scale. A policy aimed at changing the attitudes and behavior of the target group is relatively more difficult to implement than a program that merely provides credit assistance or rice assistance to the poor. According to Grindle, (1980) "to say that policy implementation depends upon program implementation assumes that the programs are in fact precisely geared to achieving the goals of the policy".

The desired change from the Management of the Main Market is aimed at changing the attitude and behavior of traders which can be seen from the four main indicators, namely: First, the market can be distributed properly in Jambi City in large numbers, so it will not interfere with other market activities. Second, promote transparency and accountability in the regulation of the distribution of goods. Third, users of goods trucks will no longer enter the city for loading and unloading. Fourth, the market is well organized.

To what extent is the desired change from a market management policy, it must be seen from the start why actually the market must be managed, it must be given by the region, as we have discussed previously on the variable interest affected and the type of benefit. So the researcher elaborated a little on this matter to facilitate explanation regarding the extent of change variable to see how far the degree of change that has been achieved from the management of the Central Market.

The Central Market management policy has not been able to achieve the degree of change that it wants to achieve because it has not shown a significant positive impact. If a policy demands too much change in a short or instant time, it will be difficult to implement. So to achieve the degree of change requires quite a long time. The Central Market should be returned to the Angso Duo Market, which the people of Jambi have known for a long time. Compared to the Central Market now, the public does not know much about the existence of the Central Market, nor is its function very clear, both in terms of rules and regulations, and sanctions related to violations at the Central Market.

Site of Decision Making

In the decision-making process in a policy plays an important role in its implementation, so in this section it must be explained where the location of the decision-making of a policy to be implemented, where in decision-making means choosing the best alternative and a number of available alternatives to be implemented or a decision in a conclusion that is used after consideration, which occurs after one possibility is selected while setting aside the others.

The location of decision making in the establishment of mayoral regulation No. 7 of 2016 concerning the management of the Central Market, there is still a discrepancy with the location of decision making where a policy must be able to overcome existing problems. In reality on the ground, there are still many problems in the Main Market in Jambi City that have not been resolved. Conditions like this will hamper the successful implementation of the Central Market service charge policy.

The problems that occurred at the Main Market, after the decision was made to relocate traders were the lack of discipline of traders, unprofessional market managers, the proliferation of street vendors, and no capital assistance available to traders from the government, so that consumers did not shop too much here, but at other traditional markets, such as Angso Duo Market, New Market, and Aurduri Market where the level of discipline and prices for goods in the market were maintained.

Based on the description of the regulatory mandate contained in the policy regarding the management of the Central Market, it can be clearly seen that the determination of stalls and places at the Main Market is closely related to the decision-making process carried out in the process of drafting the policy.

In formulating policies regarding the management of the Central Market, decision making in this case rests with the Jambi mayor, then it is held by the Disperindag which has duties and functions related to this matter. Furthermore, the government makes a decision letter (SK) for the policy making team which will be formulated in the form of a

Perwal. The next internal team will formulate the initial draft of the draft regulation.

Executor of the program

The implementation of a policy really needs the support of competent and capable implementing officials for the success of the implemented policy. This understanding is intended that, before the policy is implemented, it should be implemented as early as possible so that it is known who will implement the policy, and which organizations are involved, and which data are the target groups receiving the policy. However, one thing that is very determinant in policy implementation is the readiness of implementers who have the ability to implement the policy, both technical, managerial skills and abilities or knowledge to plan, coordinate, control and integrate every decision.

In carrying out its performance the Department of Trade and Industry has human resources with a total of 65 civil servants and assisted by PPPK employees of 100 people, who oversee 31 markets spread throughout Jambi City. (Sub-section of the general staffing department of the Ministry of Industry and Trade 2021). The Jambi City Disperindag has a very large role for the life of the people of Jambi City, takes care of market activities & infrastructure, awakens the people's economy, especially the lower middle class, guides and helps optimally so that the people's economy can rise, as well as related to the price of goods must be stable so that it needs to be supported what is needed in the field which can support the activities of the Main Market, both from facilities as well as human resources need to be equipped with knowledge skills related to market management.

Implementor limitations are individuals or groups of individuals who will carry out or operationalize public policy activities or programs. This group of individuals are government administrators who are at all levels/levels of the bureaucracy. Their position in general is that of officials at the middle level, the locus is at the Provincial and Regency/City levels, who administratively have the obligation and responsibility to achieve the goals as aspired by their superiors in particular and the organization in general.

The implementor is the main determining actor in the success or failure of the program implementation that has been planned, and on the other hand, organizational leaders want these implementers to be dedicated so that they are able to solve various problems found in the field. Thus, it will indirectly motivate them in carrying out their main tasks and functions in public government organizations, so that the work environment will feel more conducive.

So far we as leaders have provided service and guidance to kiosk and booth users together with market officials in the field, but we admit that it has not been implemented optimally because most of the kiosk and booth users are indifferent to market activities while we provide services what the kiosk and booth users complain about. Likewise regarding coaching, not all kiosk users, stalls participate in coaching activities that are given not to trade on the Road Agency and loading and unloading of goods or outside the market building arena. This is due to the mindset of sellers if selling on the street then the merchandise is selling better than those selling at kiosks or stalls. This makes officers always discipline and provide guidance to peddlers so that traders do not sell or load and unload goods on the road."

The problem with implementing the regional regulation is that there are wholesalers in traditional markets in Jambi City who don't want to move to the Central Market, where they are far away, and the facilities and infrastructure are lacking, so customers are decreasing. So we, as officers, have taken an emotional and socialization approach, so it took 1 year to move the traders to the Main Market." City control or arrangement is carried out by the government in the context of urban planning efforts so that public places look neat, comfortable, safe and conducive so that all elements of society can enjoy a beautiful, comfortable and safe urban atmosphere. This is often contrary to the interests of traders in this case traditional traders in the market, where the economic aspect is the only public place that is used as a trading area, the results of interviews with the head of the facilities and infrastructure section, Pak Budi said, socialization of the implementation of government programs, traditional traders in Jambi City, carried out

for more than 1 year, by coming to traditional markets to convey to traders or collectors regarding the Jambi Mayor's policy.

From the results of research on aspects of policy implementation, the formulation of policies for the management of the Central Market in Jambi City has been adjusted to the character of the existing problems. Some of these policy programs have been realized, but in fact there are still many market conditions that are messy, dirty, trucks violating and the maintenance of market buildings is also not optimal. So so far the implementation of the Central Market management policy in Jambi City has not been able to solve the existing problems. So that the accuracy of the policy implementation of the Central Market management policy in Jambi City is correct, but in solving the problem it is still not optimal.

Resources Committed

That the successful implementation of a policy is determined by the available resources. These resources are in the form of manpower, expertise, budget, facilities. If the program implementers have the capability and support required by the policy, then the success rate will also be high. In 2021, in the field of market management at the Jambi City Disperindag, there are 17 civil servants, PPPK 45 people who are in charge of managing the market, then in 2018 to pursue the final target of achieving market management performance in Jambi City, the government has allocated a budget of Rp. 11,864,732,250, - with a budget realization of Rp. 11,423,563,253, - or 96.28% of budget performance achievements.

In terms of the implementation process, the availability of resources is a very basic and basic element. This will support the implementers to solve various problems and meet the various needs assigned to them, based on the results of the author's analysis, that the aspect of the availability of human resources for the management of the Central Market in Jambi City, is not fulfilled in accordance with the provisions set by the Jambi City Government.

Implementation of each public policy such as financial assistance to market management by policy implementers, besides requiring a level of ability, requires willingness in its

implementation. Understanding the attitudes and behavior of implementing officials is the most important thing in implementing policies. The attitude of the implementer is more interpreted as a form of tendency to understand, accept or reject which can affect the performance and ability of the implementer to implement the policy.

Human Resources (HR)

Human resources in this case the quantity and quality of human resources as the main actors in the process of implementing public policies. When viewed from the side of human resources who are the executors or implementers of each process starting from the process of formulating policies, applying for assistance, applying for increased assistance, distributing assistance, using assistance, accountability reports on the use of the Central Market have been supported by reliable and competent human resources, because they consist of bureaucrats at every level, starting from the central government and regional governments as based on the provisions of the laws and regulations previously explained in the Program Implementer section.

Resources are still lacking, both financial resources and human resources. In terms of human resources, it is still lacking, this will result in less effective implementation of market service retribution policies. In addition, this policy is supported from a financial perspective although it has not been fully fulfilled.

The quality of staff in implementing the Central Market regulation policy in Jambi City is quite good, because each staff has mastered their respective fields in carrying out their duties. However, from the results of interviews and observations that have been made, it is known that the number of staff in

implementing the policy is still lacking. Facilities in the implementation of the Central Market regulation policy in Jambi City are still lacking because the amount of the government's budget for implementing these policies is very limited. Researchers consider that there is still a lack of staff and a lack of budget in the implementation of traditional market regulation policies in Jambi City, making the resource factor a negative influence in implementing these policies. Researchers consider that social, political and economic conditions are a positive influence in the implementation of the Central Market regulation policy in Jambi City.

B. Availability of assets that must be owned

The availability of assets or facilities that must be owned by public organizations is budget support and various facilities and infrastructure needed in the implementation of public policies, including buildings, land, and various other facilities. Financial resources are the most important element for the successful implementation of public policies, the sources of which can come from the Regional Revenue and Expenditure Budget (APBD) and the State Revenue and Expenditure Budget (APBN), or other non-binding sources. The greater the funding owned by a government or non-government institution, the higher its capacity to organize activities.

In accordance with the existing area, the space utilization of the Paal X Talang Gulo Main Market in Jambi City currently includes the UPTD office, lighting, parking, kiosk buildings, prayer rooms, public toilets, canteens, and there is also a temporary garbage disposal. More details can be seen in the following table:

Table 1. Number of Public Facilities in the Main Market.

No	Building	Sum
1	Market unit office	1
2	Stall	179
3	Office	9
4	Mosque	1
5	Toilet	3
6	Garbage Disposal	4

Source: Disperindag Office, Jambi City Government's Building Asset and Market Facility Data, Year 2021

The types of commodities in the Paal X Talang Gulo Main Market can be detailed as follows:

Stalls at the Main Market; (a) Block A comprises wholesalers selling fruits; (b) Block B, comprising wholesalers selling chillies, types of onions, and condiments; (c) Block C consists of wholesalers selling vegetables and eggs; (d) Block D consists of wholesalers selling meat be it chicken meat, river fish meat, sea fish meat, and coconut; (e) Block E is a food vendor or canteen.

Street Vendors The types of commodities sold by street vendors consist of chicken, meat, meatballs, fish, vegetables, spices, klontong, tofu tempeh and so on.

Context of Implementation

The success of the policy implementation process is not only determined by how the contents of an existing policy are, but also influenced by the conditions of the surrounding policy environment where the policy is issued or implemented, or what is called the context of implementation (policy context).

Hierarchically, policy actors are reflected in the lines of institutional authority relationships, and the policy environment which is everything or conditions and situations that exist and influence the course of policies such as political, geographical, social and economic conditions. The policy environment will be influential in giving color to what is done by the policy.

These three components constitute a system that interacts with each other reciprocally. For the system to work effectively in the implementation process, market managers as policy implementers are required to comply with what has been outlined in the policy objectives and standards. To be more detailed, the researcher will describe each of the three variables, namely as follows.

Power, Interests, and Strategy of Actors Involved.

In the implementation phase, power, actor interests will greatly influence the achievement of the desired goals. The implementor in this case will be the party with the most potential to be influenced and influence the implementation process. The

power of the interests and strategies of the actors involved are clearly visible through the series of activities that occur in the field. Even though it cannot be described as a whole, each party shows its interests through the actions taken by each interest actor.

The implementation of a policy must consider the strength or power, interests and strategies used by the actors involved to expedite the implementation of a policy implementation. In the process of implementing a policy, of course, many interests will be involved, most of which are influenced by the various goals to be achieved and the method of formulating the goals that have been set.

Regarding trader data, the initial procedure for the market service is to record all traders in traditional markets, in accordance with Perwal No. 7 of 2016 in Article 4 (1) To obtain a permit as referred to in Article 3, the following requirements must be met: a. Submit an application to the Mayor of Jambi through the Head of the Regional Work Unit (SKPD) in charge of the market; b. Photocopy of the applicant's KTP; c. Photocopy of the applicant's family card; d. Passport photo of the applicant; e. Fill out the statement form. When all requirements have been met, the traders will take a lottery number for placement in the Central Market. However, the data of traders in the Main Market does not match the data in traditional markets and most of those in the Main Market do not come from traders in traditional markets or in Jambi City. Trader data owned by the market service should represent data on all traders who were in the old market. The market service also initially stated that all those who were in the old market had been recorded as a whole and there were a total of 293 traders with a classification of 278 traders selling around the old market road and 14 of the traders were those who owned shops. But in fact the trader's data is not appropriate when there is a placement in the Main Market. The Central Market which should have been able to accommodate approximately 800 traders, in fact the number of traders occupying it was not up to 293 traders. Proof of stand ownership which should have been a concrete requirement for moving to the Main Market was also unclear, meaning that many people outside the wholesalers of the old market also had proof of stand ownership. So there is a lot

of data on traders in the field for the placement of the wholesale market, and it is not clear who is occupying the stands at the wholesale market whether the traders are really from the old market or outsiders who are not old market traders or outside the area.

Based on the results of the research that has been done, it can be seen that in the process of implementing the policy, the management of the Central Market in Jambi City has received support from the community, political elites and economic actors to achieve the policy objectives. Support from a social perspective in the process of implementing the Central Market management policy in Jambi City is the existence of social groups such as market traders who participate in achieving the goals of the policy. Support from a political perspective (DPRD), the process of implementing the Central Market management policy in Jambi City is in the form of a budget proposal from board members to the budget provider for the construction of the Jambi City Central Market. The economic aspect also supports the regulation of the Central Market in Jambi City. Because the existence of this policy can improve economic conditions in Jambi City, and transportation can be managed properly.

The external environment for the implementation of the Jambi City Central Market management policy can be assessed from how the public and traders perceive the policy. The community has a perception that the implementation of the Central Market regulation policy in Jambi City will have a good impact if implemented properly. However, traders have different perceptions, traders think that the implementation of the Central Market management policy in Jambi City will be detrimental to traders because moving trading stalls will reduce customers. The accuracy of the environment in the implementation of the Central Market management policy is correct, even though the coordination between policy actors is still not optimal and traders still have a negative perception.

This Central Market should also serve retail parties. However, this function is not fully functional because it is far from the city center, then the mindset of the people is that the wholesale market must buy in large

quantities. "We have an alternative to opening market access to the settlements around the market because if the access is only from the main road it's too far," Yon Heri admitted, if the main market facilities are also inadequate because there are several kiosks in a state that is not fit for use. "We have also proposed to PUPR Jambi City to budget for the repair of our market stall.

Institution and Regime Characteristic

Implementation of a program will certainly bring conflict to the groups whose interests are affected. Conflict resolution will determine "who gets what" or "who gets what"; can be an indirect indication of the characteristics of the authorities or institutions that implement the program, both regarding the alignments of the implementing authorities/institutions as well as regarding their leadership style.

Policy implementation in the management of the Paal X Main Market requires synergy between the City government, Entrepreneurs (collectors) and Traders in the implementation process. A policy formulated by the City government is an alternative decision taken to overcome a problem concerning the life of Traders. Policies made by the city government and implemented by the government, is a commitment that can be interpreted as a promise and therefore also means an agreement. Commitment in policy contains various expectations, demands, desires and needs, which are conveyed by the public, because policy actors are policy makers and policy implementers.

Related to the Central Market Management policy, scattered traditional markets which were originally located in the middle of a chaotic, messy, and congested city, were then arranged to move the market to one central place, which is expected to make Jambi City look clean, tidy and not congested. Besides that, with the Main Market, it will be easier for buyers because later the Main Market will be used as a sales center in large conditions, in Jambi City. Meanwhile, according to the 2010-2030 Jambi City Spatial Plan (RTRW), the location of the Paal X Central Market can indeed be built as a Central Market because that location is a location designated as a Central Market.

Large agents are given a decent enough place to carry out buying and selling activities at night. This is done to maintain the aesthetics of Jambi City from the chaos that has been happening in traditional markets in the Jambi City area. As a result, cargo trucks entering the Jambi city area can be controlled, thereby reducing congestion in the city. Placement of traders has been provided with kiosks and stalls, but the placement is not effective because it is not in accordance with the wishes of market users, so traders sell outside the market building where traders think their sales are quiet if they are in the market and their sales sell better if they are sold on the Main Market road.

When it was relocated to the Main Market, actually no one could guarantee what the fate of the small traders in the old market itself would be. In fact, the market service also cannot provide a good solution to this problem and still thinks that those who have a book of stand ownership will still take priority. In line with this, the traders' association explained the rules of the game that were actually given to them to overcome the problem of how wholesalers & small traders could be accommodated in the Main Market. The regulations that make them not want to be relocated to the Central Market are for those who do not have proof of Kiosk ownership and are far from settlements. So this is what raises resistance from old market traders, especially because they think it is detrimental to them (traders).

There is no firmness and weak supervision is one of the main problems. In terms of supervising the loading and unloading of trucks entering the city, it is evident that there are still many trucks violating entering the city where better management is needed. It takes seriousness in handling it. If you want to be firm, it can still be orderly. Must be full power. But tolerance is still given to trucks, because the places and locations for loading and unloading trucks are still in Jambi City, making it difficult for officers to prohibit trucks from entering the city. There are still many traders and reports on the use of the shanties and the land that has been given has not been occupied under the actual conditions, many are selling on the road. Lack of awareness of traders regarding Jambi Mayor Regulation No. 7 of 2016 concerning Central

Market management, public awareness is very important so that the implementation of a Regional Regulation can run and be carried out properly. Likewise, what should have happened to the community, especially the traders at the Paal X Main Market.

Lack of socialization raises pro and con responses from wholesalers, so this becomes one of the obstacles in the implementation of policies that are not going well. One of the inhibiting factors in disseminating the policy is time, where time is very limited because socialization collides with the time when the traders are selling, because in the morning they are busy with their activities, it doesn't stop there because we are always trying to realize this government program. I didn't know that the Central Market has regulations related to the management of the Main Market, that I think here, it's free to sell, there are no rules, because there are no banners or appeals posted on the wall, so I as a trader don't know that there are regulations for trading here"

Discussion of legal awareness related to the management of the Central Market, to traders' legal knowledge of traders regarding market management in this case, zoning, loading and unloading of goods vehicles, Operational Hours. Based on the results of interviews that have been conducted with 3 traders who have traded at the Central Market, traders who explained about zoning or grouping of goods at the Main Market, a total of 5 people from the total traders interviewed by the researcher explained that traders were aware of the existence of these government regulations but did not know what the regulations contained. know anything about these rules by not understanding until things come to the rules.

Compliance and Responsiveness (Level of Compliance and Existence of Response from Executors)

From Grindel's theory, it is revealed that the implementer must have responsiveness and remain consistent to achieve the goals set out in the policies that have been made. The level of compliance and response from policy implementers is an important thing that influences the success of the program, which in this study explains the benefits and responsiveness of implemented policies. Compliance is useful for determining whether the actions of policy administrators, staff and

other actors comply with standard procedures established by government agencies. The implementation of a policy will be effective if the implementers adhere to what is outlined through (implementation guidelines, technical instructions) with the assumption that the goals and objectives of the policy must be clear and consistent, because it is a standard of evaluation and a means of mobilizing its resources.

This phenomenon proves that the implementation of policies in practice in the field does not always match the ideal regulations and the reality in the field. There is always a loophole of negligence/neglect, whether intentional or unintentional, which causes the Jambi City government, which has the authority to always be strict in carrying out supervision.

In the implementation of the Central Market policy management, there is a classification regarding the price that must be paid by the relocated traders after the traders have collected all the requirements (copy of KTP, family card and proof of ownership). 185,000,000 measuring 3X4 M, -. With this relatively cheap price, it is hoped that all traders will not feel burdened about the price and can occupy the space provided. The price that has been set by the market service is then socialized by all traders in the market in Jambi City so that prices become transparent and known by all parties. However, in fact, most of the stalls and booths at the Central Market are deliberately traded secretly through the market service and their ownership is commercialized, in the sense that these stalls and booths are traded to those who are not Central Market traders.

The price for a kiosk at the Main Market is 6,000.00 million per year and the rent for stalls per unit is 3,000,000 million per year with a size of 1 to 2 meters, so many traders rent stalls from kiosks, besides being located near the main road it is also cheap.

The games made by the market service regarding the prices of stalls and booths at the Main Market were actually also inseparable from elements outside the old market traders who wanted the stands at the Main Market in an instant way. They also lobby the market service in order to gain profits from buying stalls and booths at the Main Market, which in

the end they trade back to other parties at a higher price than the original price. This is what gave rise to resistance from the old market traders, the majority of whom were small traders, not wanting to be relocated to the Main Market.

This association is fighting against the relocation policy by keeping traders alive so they can sell at the old market. Their resistance or resistance is also inseparable from the problems that exist in the policy itself, especially in the Central Market which does not have adequate facilities and infrastructure for wholesalers.

The existing problems are actually their demands, such as merchant data that should be in accordance so that they can all be relocated without exception, a proper place for them in terms of not selling in front of the shop and the price that was the initial agreement can be refunded. So it can be said that the Central Market relocation policy does not get support from traders, especially as a target group because the many problems make traders not want to be relocated and make this policy unable to be implemented effectively.

Selling the Central Market has no rules (SOP), and I don't know the rules that have been made by the Jambi City government, related to the management of the Main Market, that's what I know, because I've been selling here for 3 years, there are no banners, or circulars given from the government, related to selling here, we only pay the rent for a Kiosk for 800,000 thousand per month, cleaning and safety is included because we only rent here. Then traders prioritize income targets so that many sell outside the places that have been set by / Jambi City government "

Based on the research results, it is known that the management objectives of implementing the Central Market policy in Jambi City are all traders in the Main Market in Jambi City. Based on information obtained from informants, the implementor said that the level of compliance of traders in implementing the Central Market management policy in Jambi City was ready for intervention because the target was willing to follow the policy rules. However, it turned out that when the researchers conducted interviews with the traders (targets), it turned out to be different from what was disclosed by the implementers.

They admitted that they were actually not ready to implement the Central Market management policy in Jambi City. The target accuracy in the Central Market management policy in Jambi City is correct. However, the target is not ready for intervention to implement the policy.

Conclusion

Interest Affectet has the interests of certain parties related to Kiosk Management at the Main Market, it is found that there are agents who do not want to move to the Main Market, there are still traditional markets selling/active at night other than at the Main Market and It is found that traders do not know the contents of the policy. (2) Type of benefits as a commodity terminal, logistics distribution facility, more even distribution of products, and preventing trucks from entering the city. (3) Extent of change Arrangement of markets, shopping centers and drivers of the economy. (4) The site of decision making has problems, namely the lack of discipline of traders, the proliferation of traders at booths, no capital assistance from the government, and unprofessional market managers. (5) The Disperindag implementing program has carried out outreach related to the management of the Main Market, and it is recognized that it has not been maximized, because the awareness and mindset of traders think that selling at the Main Market with regular customers will disappear. (6) Resources committed limited Human Resources (HR) and the absence of Standard Operating Procedures (SOP) in the management of the Central Market, where there are still many facilities and infrastructure for traders not yet available. Power, Interest, and Strategy of Actor Involved There are results that influence policy implementation, namely the socialization of traders, the mindset of people who do not know the function of the Main Market, the data of traders that do not match the existing data in traditional markets and most traders who are in the Main Market are not from traders in traditional markets in Jambi City. Institution and Regime Characteristics. The government has provided kiosks for traders, and the weak management of the market is one of the reasons for many violations, such as loading and unloading of goods, illegal markets, selling on roads and congestion that occurs as a result of paying the

same fees as coal trucks. Compliance and Responsiveness. the characteristics of traders are diverse, the feasibility of the place is not maximized, both in terms of facilities, security and comfort, renting kiosks is expensive, many traders do not occupy the stalls, and legal awareness of traders is low, which still violates a lot, from the point of sale, and loading and unloading of goods.

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